



CITY *of* CALABASAS PUBLIC LIBRARY NEEDS ASSESSMENT 2003

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OVERALL EXECUTIVE SUMMARY

The City of Calabasas' strength is its citizens, whose initiatives led to incorporation in 1991. The City is uniquely located both adjacent to the northwestern boundary of the City of Los Angeles and within the distinctive Santa Monica Mountains National Recreation Area. The juxtaposition between these diverse land uses provided citizens a common focus for city-building efforts. Residents were united by a community-wide interest in preventing urban sprawl and protecting open space. Residents were also committed to enhancing the community's quality of life and improving public services. By adopting an innovative General Plan that seeks to balance environmental, social, and economic factors, Calabasas has embraced sustainable development practices and state-of-the-art urban design principles to carefully govern City growth while making municipal service provision paramount. Although Calabasas has assembled an admirable array of city services, it is currently missing one essential component of civic life. The City is *without a Public Library facility*.

The City first began to plan for a Calabasas Public Library in 1996 when a group of determined citizens lobbied the City Council to investigate the City's potential to provide library service (rather than obtaining services through the County of Los Angeles). The document that guided this effort was the Library Feasibility Study for the City of Calabasas 1997, which was the first in a series of City library needs assessments. The 1997 Library Study explored (1) separating from the County of Los Angeles Public Library system and (2) forming a City sponsored and City administered library service. The results of this study clearly indicated the community would be better served by creating a locally managed library service. Also, the report demonstrated that the citizens strongly supported forming an independent City library service. Respondents requested a number of other library service improvements and said their likelihood of using the library would increase if library services were enhanced in these ways.

As a result of the 1997 Library Study, the City successfully formed its own library service area in 1998. The responsibility for this service was entrusted to the City's Library Commission, which was created to oversee library service provision. In the intervening years, the City has expanded and improved library services to the community in a variety of ways. Unfortunately, library services, and the ability to pursue unique and creative electronic media and computer based initiatives, have been limited by a series of inadequate leased facilities from which the City has been forced to offer services. In many respects, the lack of a permanent physical location for a library has precluded the City from completing important library initiatives.

The quest to improve the quality of life in the City has led to its most recent endeavor, the Civic Center project. The citizens made the creation of a true "heart-of-the-City" an important part of the original overall urban design plan for the City. The Civic Center will complete this plan and is programmed to prominently feature a new, modern library at the center of the site. Situated in the City's developing downtown core, the project is to be the central institution of learning, assembly, and creativity in the City. The community decided its commitment to knowledge and education would be manifested in all project aspects, even the architecture.

To provide for proper integration of the proposed Public Library in the Civic Center project and to customize library service and explicitly address the distinctive needs of its residents, the



City performed another Library needs assessment in the year 2000. The City of Calabasas Civic Center Needs Assessment and Design Guidelines Library Study 2000 significantly expanded on the original 1997 Library Study and actively engaged the community in a discussion on a variety of library related topics. Residents, government officials, and various community leaders participated in surveys, design meetings, focus groups, work sessions, and other activities, to elicit precise library service needs.

The 2000 Library Study is the cornerstone planning document for the City of Calabasas Public Library project. The following specialized roles for the library were identified in the study: (1) Popular Materials, (2) Reference Services, (3) Children's Programs, and (4) Preschoolers' Door to Learning. To support these roles and to serve Calabasas residents of all ages, library staff is encouraged to assemble collections that enable quality delivery in these interest areas. The collections need to be available in a variety of formats including print, audio visual, and electronic media. Technology workstations to facilitate access to computing and multi-media resources and training in their use are also desirable. Calabasas has created a vision for its library that would most fully be accomplished through the construction of a City-owned Public Library operated in accordance with the service needs identified in the 2000 Library Study.

The final needs assessment conducted for the Calabasas Public Library is the current update presented in this Bond Act 2000 grant funding application. The recent City of Calabasas Public Library Needs Assessment 2003 makes two important contributions to earlier studies. First, the study validated needs previously identified in the year 2000 Library Study. For example, the 2003 study shows population growth of 47% between 1980 and 2000 and continued projected growth through the year 2020 at 55-65%. Thus, as the 2000 Library Study stated, the Library project must accommodate continued future growth. Also, 2003 demographic findings similar to those in 2000 show high levels of educational attainment in Calabasas. There are significant amounts of people with bachelor, graduate, and professional degrees. Therefore, the Public Library must meet high educational expectations.

The second important contribution the 2003 Library Study makes to the Public Library plan is the analysis indicating that completion of a joint use agreement with the Las Virgenes School District would be a valuable contribution to local library services. While both the students and schools within the district generally perform well, none of the 7 schools (K-12) have after school library hours. Therefore, the City and School District can creatively maximize resources and offer students a much needed after-school study resource with electronic facilities and tutorial opportunities. The center also helps support the community's educational aspirations.

In conclusion, the City of Calabasas hopes to succeed in its pursuit of a municipal Public Library. The City has carefully delineated its needs for library service and has a well-established desire for a library, as evidenced by having more active users than households. This also reflects the use of the City's facilities by regional residents outside the City's corporate limits. To further serve the wider region Calabasas will enhance its three burgeoning special collections. The planned Calabasas Public Library is to be a crucial component of the City's Civic Center project and will provide essential civic, cultural, and educational experiences. As an integral part of the Civic Center, the Calabasas Public Library will exemplify the "spirit" of the community and admirably serve both residents and the region.



NEEDS ASSESSMENT METHODOLOGY – EXECUTIVE SUMMARY

In its quest to provide the community and surrounding region outstanding library service, the City of Calabasas has conducted three different needs assessments. Each analysis was prepared for different short-term goals, but all contribute to the overarching long-term goal of enhancing the City's library service, which has, in essence, merged the three into one ongoing assessment. The advantage of this extensive pursuit has been two-fold. First, the City has successfully identified library service improvement measures and thus been able to enrich the City's library service throughout the long process. This has resulted in a constant transformation of services in a never-ending effort to match library programming with patron usage. Second, the evolution of the City's library service has finally culminated in the present plan for a Public Library facility. The City's library service has grown and developed to reflect patron preferences, but the process has always been limited by the lack of a municipal library building. Therefore, the Calabasas Public Library project can finally fulfill the community's library service goals.

The first needs assessment was produced in 1997. The 1997 Library Study was performed to determine the potential for the City to take over service provision from the County of Los Angeles and inaugurate a City-operated library service. The 1997 Library Feasibility Study for the City of Calabasas was comprised of a community telephone survey, a revenue expenditure analysis, a comparative service study, and a service option examination. The study effectively demonstrated the cost benefits of initiating City-run library services.

The 1997 Library Study also presented the first substantial evidence that having a true Public Library facility (versus a library service) would better serve citizens. The comparative study showed lower levels of library service for the City relative to other jurisdictions, which could be addressed through local management of a local facility. The service option examination identified library facility sizes ranging from 15,000-25,000 square feet. Fiscal considerations prevented the City from pursuing such a project at that time. However, as a result of the study, the City did launch its own municipal library service in 1998 and ultimately expanded services in ways that reflected the improvements called for by citizens in the telephone survey. Examples included moving the service to a larger facility, extending hours, increasing collection size, adding computers services, and providing meeting room opportunities.

The City, spurred on by the 1997 Library Study and having reached a point where it was financially able to initiate planning for its own Public Library project, generated a second needs assessment. The City of Calabasas Civic Center Needs Assessment and Design Guidelines Library Study 2000 was more than just an assessment of needs though. The 2000 Library Study was a thorough investigation of all aspects of library service and included a Space Needs Assessment, the creation of Design Guidelines, and a complete Building Program. The study went beyond the identification of services requirements and outlined an entire plan for a Public Library.

Another part of the inspiration for the 2000 Library Study was that the City was in the process of planning for the most important project in its history, the Civic Center. The project is the fourth and final phase of the Park Centre Master Plan, which is the overall development Plan



for the City's retail, civic, and business core. A primary component of the Civic Center is the proposed creation of the City's first independent, free standing municipal Public Library.

The City formed an Advisory Committee to assist in the development of a vision for the whole Civic Center, as well as the Public Library. To properly plan and program the Public Library for inclusion in the Civic Center, the 2000 Library Study relied on the 1987 community-based Public Library Association model for library planning. Activities conducted included a role setting exercise, a discussion of goals and objectives, a discussion of mission and mission statements, a survey of existing conditions, a "Looking Around" type of planning assessment, a demographic analysis of the community, a written community survey, and a comparative look at libraries serving cities of similar size in California.

The Calabasas community participated in the 2000 Library Study planning process in a variety of ways on multiple occasions. Citizens were invited to respond to a written survey; to attend specific focus groups; and to speak at open community meetings on design guidelines. Library Commission members, library staff and administration, and city staff were interviewed by consultants on both existing conditions and growth projections. The Library Commission and Planning Commission were asked to review all materials and move approval before drafts and documents were forwarded to City Council for final approval. The process resulted in the Calabasas Public Library project and outlined four main service roles for the Public Library: (1) Popular Materials, (2) Reference Services, (3) Children's Programs, and (4) Preschoolers' Door to Learning. ***The 2000 Library Study must be viewed as the cornerstone planning document for the Calabasas Public Library project and it defines the service and the project.***

However, the substantial prospect offered by the state Library Bond Act 2000 to assist with the project costs presented the City one more review opportunity. Consequently, a final needs assessment for library services has been conducted. The resulting City of Calabasas Public Library Needs Assessment 2003 is not intended to replace the 2000 Library Study, but to revise it where necessary and ensure the City's application conforms with Bond Act 2000 regulations. Still, the 2003 Library Study has made two important contributions. The first is that the 2003 Library Study validated that the conclusions of the 2000 Library Study. A series of interviews and public meetings, and a demographic study employing recent 2000 Census demonstrated that the Public Library project was still planned appropriately for the community.

The second, and more important, contribution to the City's project has been the identification of joint use programming to serve the community's students. The City and the Las Virgenes Unified School District formed a Library Options and Opportunities Committee (LOOC) to uncover possible ways to collaboratively provide library service. As the School District's basic library services are first-rate, the LOOC used interviews, focus groups, and public meetings to investigate ways of supplementing School District library services. A shortage of after-school library hours and after-school study space was found. Thus, the 2003 Library Study established the vital need for the creation of a joint City/School District homework center. The inclusion of a joint use homework center to the City's Public Library project will help the community's students succeed with their educational pursuits. The completion of the 2003 Library Study and its contribution to the Public Library project has resulted in the consummate project for the City, School District, and surrounding region.



NEEDS ASSESSMENT METHODOLOGY

Needs Assessments Process

Introduction

Calabasas has prepared three separate needs assessments since first becoming a City in 1991. This study, the City of Calabasas Public Library Needs Assessment 2003, is the third in the series, but summaries of the methodologies from the first two studies have been provided. This is because each assessment is unique and provides its own important contribution to the overall needs assessment process and the evolution of the City's Public Library project to its current form. Thus, full copies of the first two documents are included as Attachments for reviewers interested in the specific details from these early assessments.

Interspersed with the abstracts of the previous studies are transition sections, which are intended to familiarize the reader with various library related actions taken by the City that resulted from the studies. The review and summary of the previous studies is presented, in some respects, as a history of a City's effort to create a high quality community oriented municipal library. Taken together, these documents form a comprehensive needs assessment to be used to evaluate the City's request for Bond Act funding to construct a new Public Library.

Background

When Calabasas incorporated in 1991, the City was part of the County of Los Angeles Public Library system. While the then recently incorporated City at least had some form of library service, these services were shared with two other municipalities. The service was geographically separated from Calabasas due to the location of the shared facility in another city. This service provision scenario was undesirable and unsuitable for the needs of the community of Calabasas once it became an independent City capable of assuming the responsibility of improving services for its constituents. As the City of Calabasas evolved in its early years, the residents clearly wanted to improve all facets of municipal service delivery. The specific focus on library service provision improvement did not happen instantaneously though, since there was an array of challenges that the City was balancing during its early years.

The first opportunity the City had to advance its library services was in 1992 when, with the assistance of Los Angeles County, the City successfully launched its own County related library service. An interim library facility was created at the temporary City Hall—this first library facility was limited by its size and was only a 400 square foot room. The City's second opportunity to enhance library services came in 1996, when again with the help of the County, the City expanded library services by relocating to a 1,448 square foot rented facility. Thus, from its inception, the growth of the City's library system was a major priority for residents.



1997 LIBRARY FEASIBILITY STUDY FOR THE CITY OF CALABASAS

1997 LIBRARY STUDY

Introduction

The City's third opportunity for enhancement of library services resulted from state legislative action. In 1997, with the enactment of SB 1998 (Montjoy Legislation), a procedure was established that permitted a City to separate itself from a County Library system (this had not been legally possible since the passage of Proposition 13). The City decided to capitalize on the situation and officially undertake providing its own library service. Prior to inaugurating Calabasas library service and separating from the County, the City conducted a study to determine if it was financially and programmatically ready to assume responsibility for library services.

Background

In September 1997, the Calabasas City Council commissioned the preparation of a study to assess the City's library service potential. The 1997 Library Feasibility Study for the City of Calabasas, was the first in a series of needs assessments (the entire 1997 Library Study is provided in Attachment A). The City formed a project steering committee to work with Arroyo Associates, a library formation management-consulting firm located in Pasadena.

The charge of the committee was to evaluate the library service levels being provided by the County of Los Angeles, to study service levels at comparable institutions, to examine the cost of providing library service through the County System, and to develop a series of implementable scenarios for offering library services to the citizens of Calabasas.

1997 LIBRARY STUDY METHODOLOGY

Process Overview

In order to appraise the level of library services the City was receiving in 1997 and consider alternate service options, the 1997 Library Study performed four tasks. The components of the 1997 needs assessment consisted of a community telephone survey, a revenue expenditure analysis, a comparative service study, and a service option examination. The results of each investigation in the 1997 Library Study are summarized in the following sections.

Community Telephone Survey – Summary of Findings

One of the first, and most important, steps taken in the 1997 Library Study was the completion of a City-wide telephone needs survey. The telephone survey was conducted in September 1997 and a total of 400 useable interviews were obtained. The respondents were largely long-term residents of the Calabasas area (60.4% with 6 or more years of pre-incorporation residence). In general, the respondents were highly educated, had annual incomes above the



median income level for the County at that time, and thus generally reflected the population of Calabasas. (*Please see Appendix 1 for the Specific Findings of the 1997 Telephone Survey*).

Overall, the respondents were generally satisfied with the hours of the interim library's operation, parking availability, and convenience of the library service location in the City's emerging downtown area (*a location factor for the City's current Public Library project*). These three items consistently received high rankings, at least above satisfactory on the survey scale. The respondents also ranked the quality and variety of subject materials and staff availability highly.

Respondents stated a number of ways the library service could be improved. Two-thirds of respondents felt that more copies of materials should be available. A large majority (76.9%) requested a wider range of subjects and more up to date materials (78.91%). Three-quarters of respondents felt that access to technology would increase their satisfaction somewhat or significantly. Having remote computer access was also cited by over 50% of respondents as a desirable goal. About two-thirds of respondents indicated they would be more satisfied if additional days of service were available. Other services which were requested by a majority of respondents, included providing more children's programs, improving study and reading areas, additional cultural exhibits, and more adult programs.

Those respondents who replied that they did not use the library cited general non-use of libraries and alternate sources of information as their primary reasons (e.g., internet based research for example). A small percentage of respondents mentioned various other reasons for non-use of the Calabasas library. The majority of non-users (83%) was either supportive or very supportive of enhancing library services and stated their likelihood of using the service would increase if the above-mentioned improvements were made.

Revenues & Expenditures Analysis

The second important step taken in the 1997 Library Study was an examination of the Los Angeles County annual operating budget for the Calabasas branch library. The examination revealed that annual expenditures on the branch were \$169,188. Including the cost of a bookmobile service, the County was spending \$247,000 to provide library service to Calabasas. This figure was equal to \$12.72 per capita expenditure for library services. (Excluding the bookmobile, the expenditure was reduced to \$8.84 per capita.) At the time of the study, \$26.43 per capita was generated from within the City from various mandated assessments to support library services. The clear result of this analysis was while the City was generating \$26.43 in property tax revenues per resident for library services, the County Library was returning only \$12.72 per resident to provide library services in Calabasas. The report concluded that library service provision was not being conducted as efficiently as possible and that therefore lower levels of library service were being offered to the residents of Calabasas and surrounding communities.



Comparative Service Study

The third important component of the 1997 Library Study was a benchmark comparison of library service provision between Calabasas and 10 other cities. The study of 10 comparable cities found Calabasas at the top in local income generated and at the bottom of the group in materials per capita, circulation and borrowers per capita, materials expenditure per capita, and facility size per capita.

Table 11997 Comparative Service Study Results

	Benchmark	Calabasas 1997
Square feet per capita	.9	.07
Volumes per capita	2.82	.88
Circulation per capita	6.6	2.5
Cost per circulation	\$4.22	\$5.26
Library attendance per capita	5.5	1.17
Borrowers per capita	.65	.21
FTE (Full Time Employee) Librarians average	2.92	1

Service Options Examination

The final component of the 1997 Library Study was an analysis done to determine what type of Public Library would ideally serve the City of Calabasas. The Project Steering Committee reviewed three operations scenarios for libraries ranging from 15,000 square feet to 25,000 square feet, open from 45 to 54 hours per week. These scenarios included collection size, reader seats, output measure (use) estimates, and projected staffing and program service levels. At the time of the 1997 Library Study, the City was not fiscally capable of building any of the options. Thus, due to budgetary constraints, the 1997 Library Study concluded the 15,000 square foot option was most realistic. The City would at least be capable of operating such a facility with the property tax revenues generated for library services available through tax revenues at the time of the 1997 Study. However, the analysis also concluded that a 15,000 square foot facility would not serve the community if build out population projections materialized as predicted.

Library Service Related Actions Resulting From the 1997 Library Study

Based on the above analysis, in December 1997, the Calabasas City Council approved the motion to prepare to withdraw from the County of Los Angeles Public Library system. A recommendation on library service operations from the Library Task Force, supported by the results of the study, was submitted on April 8, 1998, to the City Council. Having explored the various possibilities for operation of an independent library facility, the City enacted the recommendation and contracted with Library Systems and Services (LSSI) for operation and administration of the City of Calabasas Public Library Service.



During the spring of 1998, the City purchased a new library collection, assisted LSSI in finding the library staff, purchased an on-line catalog, joined Metropolitan Cooperative Library System (MCLS), and made final preparations for withdrawal from the County system. The City also formed the City of Calabasas Library Commission to oversee library service provision. On July 11, 1998, the City celebrated with a grand "re-opening" of the 1,488 square foot facility, but as the first City-operated library service.



CITY OF CALABASAS CIVIC CENTER NEEDS ASSESSMENT AND DESIGN GUIDELINES LIBRARY STUDY 2000

2000 LIBRARY STUDY

City Actions between 1997 and the Year 2000 Needs Assessments

A further opportunity to improve City library services presented itself in 1999. The success of the initial library service program witnessed an increase in patrons and subsequently, an increased demand for expanded collections and varied materials. This initiated a search for a larger facility. The City relocated the library service to a 4,000 square foot space on the first floor of the Calabasas City Hall building at 26135 Mureau Road in an attempt to improve library services. The Grand Opening was held on May 1, 1999. The new library service had more shelf space for the growing book collection. In addition there were separate computer, periodical, and children's rooms. A large conference room was also available (the City Council Chambers) by appointment for scheduling meetings, conferences, and, most importantly, children's programs. These improvements all reflected the types of library service improvements the residents had called for in the 1997 Library Study.

Introduction

As the City of Calabasas approached its ten-year anniversary, the City began to plan for the most important project, to date, in its history. This project is to be the fourth and final phase of the Park Centre Master Plan, which is the overall development Plan for the City's retail, civic, and business core. Shortly after the City incorporated, this Master Plan was developed to establish land uses and design guidelines for the creation of a suburban-downtown for the City. A primary component of this Master Plan was the construction of a Civic Center, which was designed to become the "heart-of-the-City."

A crucial component of the Civic Center phase of the Master Plan was the proposed creation of the City's first independent, free standing municipal Public Library. The Civic Center project was obviously not initiated when the City first incorporated as the City did not have the financial capacity to undertake such a project. However, the City had exercised fiscal prudence during the first years of operations (and started saving for its future) and determined that it was appropriate to start preliminary planning for the Civic Center.

Thus in May 1999, the City hired Linda Demmers, Library consultant, to produce the second library needs assessment and Thirtieth Street Architects to produce the architectural program, which would integrate the Public Library into the Civic Center. The second assessment was intended to be more than a needs assessment and was actually a complete project plan (and included a Space Needs Assessment, Design Guidelines, and a Building Program). The City formed an Advisory Committee to assist in the development of a vision for the whole Civic Center, which also included the vision for the proposed library. To develop and design the City's first Public Library project, the ten-member committee worked with Linda Demmers and Thirtieth Street Architects.



The City of Calabasas Civic Center Needs Assessment and Design Guidelines Library Study 2000 was produced as a result of these efforts (included in its entirety in Attachment B). However, **the 2000 Library Study is more than an attachment; it is the governing planning document for the current City of Calabasas Public Library project.** The majority of the work done analyzing, crafting, and creating the existing Calabasas library project being submitted for Bond Act 2000 grant funding comes from the 2000 Library Study. The current 2003 Library Study is not meant to replace the 2000 Library Study, only to update and revise as required by Bond Act Regulations some portions of the 2000 Library Study (since this study was developed before the Bond Act requirements were developed or published).

Background

Historically, the American Library Association has advocated minimum performance standards for books, facility size, types, and number of employees, qualifications, reference service, and various other library services. In the 1960s and 1970s, public librarians began to question the validity of national standards for public libraries. The movement that resulted emphasized a model that assumes that libraries are local institutions, that they do not subscribe to a universal mission, and that they must be judged by local criteria. In 1987, the Public Library Association developed a model for library planning, which is outlined in Planning and Role Setting for Public Libraries. This process stresses that, just as no two communities are alike, and no two libraries are alike either.

Since the publication of the 1987 model, the library profession has gradually shifted away from using "across-the-board" standards for assessing the quality of library services. This shift resulted from various studies showing that "across-the-board" standards were not designed to account for differences among communities. Some of the many examples are in the following paragraphs:

- Location of a community affects the library resources needed. Rural communities or independent-libraries require more library resources than do libraries located in urbanized areas, or larger regional library networks, because they cannot draw upon as many materials from neighboring libraries, as can libraries in urban areas.
- Communities can have a significantly different socioeconomic makeup. Ethnically diverse communities require considerably more books, periodicals, and videos than do less-diverse communities, because materials must be purchased in several languages. Standards on books per capita are therefore not particularly useful.
- Different libraries choose to pursue different roles within their community. As an example, a highly educated community might view the main role of its library as a reference center, and thus focus on its book collection, whereas a younger community may desire more children's services and greater focus on youth oriented programs.



The 2000 Library Study planning process was based on the 1987 community-based Public Library Association model in an effort to strive for true excellence and properly plan library services for the citizens of Calabasas.

2000 LIBRARY STUDY METHODOLOGY

2000 Library Study Planning Process Outline

Activities conducted by the consultants in the 2000 Library Study included a role setting exercise, a discussion of goals and objectives, a discussion of mission and mission statements, a survey of existing conditions, a “Looking Around” type of planning assessment, a demographic analysis of the community, a written community survey, and a comparative look at libraries serving cities of similar size in California. These comparisons of similar cities were useful for comparative purposes, for monitoring progress, for assessing service levels, and diagnosing problem areas. In addition, the 2000 Library Study also used an examination of output measures and a community-based planning process. The results of these activities are listed below.

Civic Center Advisory Committee, Library Commission, and Community Participation

The Calabasas community participated in the 2000 Library Study planning process in a variety of ways on multiple occasions. In a formal way, the Civic Center Advisory Committee, which was appointed by the City Council, reviewed the process and all data gathered, shared in creating the vision for the Civic Center, attended and participated in public meetings, and assisted in the development of the final needs assessment document.

Citizens were invited to respond to a written survey; to attend specific focus groups; and to speak at open community meetings on design guidelines. Library Commission members, library staff and administration, and city staff were interviewed by consultants on both existing conditions and growth projections. The Library Commission and Planning Commission were asked to review all materials and move approval before drafts and documents were forwarded to City Council.

“Looking Around”

The 2000 Library Study employed the “Looking Around” planning process. “Looking Around” involves collecting information about a library and its community and is one of the most interesting phases in the planning process. It is an exercise in discovery, of finding answers to such basic questions as:

- What kind of community does the library serve?
- Who lives here?
- What do residents expect from the library?

Information about the community and its residents can provide information on what services and spaces might be needed. Information about existing library service helps in the



understanding of how well the library service is doing its job. Taken collectively, the information assists the planning process by:

- Identifying factors in the library's environment
- Revealing community needs for library services
- Demonstrating to community decision makers the library's understanding of its services and its community
- Suggesting possible library roles, goals, and objectives

Looking Around Outside

This part of the assessment process involves obtaining and studying types of information including:

- Demographics: age, sex, race, ethnic background, educational, and income level.
- Economic conditions: mix of business, farming, manufacturing, service, economic trends - growth, decline, and boom/bust cycles.
- Social conditions: educational and cultural institutions, clubs, societies, interest groups, religious groups, traditions, and community history.
- Information and educational services: other nearby libraries; primary, secondary, and post-secondary institutions, and non-traditional learning programs; newspapers and magazines; fee-based information services, bookstores, radio stations, and cable television.

Looking Around Inside

Factors in this part of the assessment process include:

- Building: age, condition, space available, workflow, signage, parking, appearance, location, disabled access, visibility, mechanical and electrical systems
- Collection: breadth and depth of library holdings, formats available, use patterns, age of collection, condition of materials
- Services: number and types of services, number of patrons using services, effectiveness and extensiveness of services and programs, studies of interlibrary loans, reference request fill rate, etc.
- Staff: Number and type
- Hours of operation

Focus for Excellence: Role Setting

Twelve public library service roles were considered and ranked in order of relative importance for the 2000 Library Study, recognizing that no library can adequately fulfill all roles with excellence.

The development of goals and objectives translate the library's role choices and mission into statements of desired ends or targets. Goals are generally long range and represent a vision of



excellence in library service. Objectives are specific, time limited, and measurable or verifiable. Taken together, goals and objectives provide a framework for implementation and evaluation. Goals and objectives were identified by the committee early in the process and refined as the planning continued.

2000 LIBRARY STUDY FINDINGS

Civic Center Advisory Committee, Library Commission, and Community Participation

Civic Center Advisory Committee: Goals and Objectives

At the initial meeting of the Civic Center Advisory committee, the participating groups shared goals and objectives for the Civic Center project. A summary of some of the relevant comments and attributes related to library functions are provided below.

Programs and Mission:

- Broader definition of what a library is and can be
- Civic center
- Cultural center
- Local community information center
- Tailored for community

Facilities:

- Ambience
- Quality of space
- Serenity and dignity
- Inspiring, spacious
- Visionary space
- More space than present facilities
- Provisions for adequate storage of materials
- More technical services, processing, and gift/donation processing space
- Separate and identifiable reference desk
- Group meeting space
- Welcoming and "browsability"

Programs and Services:

- Improved children's materials and programs
- Service to business, "micro-business" collection
- Adult programs
- Signature collection, support and sharing with other communities
- Rental collections
- Books for Bucks (Friends of the Library ongoing fund raiser)
- Technology, computers



- Increased technology
- Local history and environment collection
- More books on tape for heavy commuter population
- Creation of "identifiable benefits" such as bookmobile, which takes books to the community
- Outreach services

June 1999 Community Survey

In June 1999, approximately 300 Calabasas residents participated in a survey to elicit their suggestions for the new Civic Center and a new Public Library. The respondents provided answers on a number of Civic Center and Public Library topics. The following is a summary of the responses and where residents indicated library-specific items, they have been tallied (versus answers without tallies that were general statements about the whole Civic Center).

What additional library services/facilities would you like to see in the new Public Library?

Meeting rooms/conference rooms (42)
Garden (19)
Activity room, science centers for kids and teens (14)
Recreational activities/programs. Dance, lectures, educational programs (11)
Community learning, self-improvement classes (5)
Computer lab for children and adults (5)
City library copy facility at public cost (3)
Traveling library truck (1)
Easy drop-off lane by library (1)

What additional Public Library features/amenities would you like?

Art gallery (23)
Classes for kids/educational programs (10)
Conference meeting rooms (9)
Baby changing areas (5)
Teen Center (4)
Shops, bookstores (3)
Puppet theater at library (2)
Computer/Internet learning center (2)
Reading area (1)

Other comments?

Library with good resources (3)
Work areas should meet employee's needs (1)
Make it a gathering space for teens and seniors (2)



What existing library services should be expanded? (Various answers, general categories listed)

- Community billboard/kiosk
- Ready access to historical records
- Meeting space for nonprofit organizations
- Computers
- Teen center
- Friendliness
- Educational facilities/seminars
- Community events

What new library services would you like? (Various answers, general categories listed)

- Community room for display of works by local artists
- Rental community hall, conference center, meeting rooms
- Library should include out of state/foreign phone books
- Kids education zone
- Internet kiosk with pornography block
- Computer for looking up county records
- Art works, local

Other comments? (Various answers, general categories listed)

- Have room to grow
- Meeting rooms available
- Keep the library
- Good signage
- Expand intra-library loan system
- Adequately prepare for future technologies

What is your typical library service usage?

- Prefer afternoon and evening use
- Visit once or twice a month (83)
- One to three times a week (41)
- Various hours cited as most convenient

Why do you visit the library service?

- Check out books (219)
- Research (127)
- Programs (58)
- Computers (37)
- Audio visual (24)
- Quiet reading (6)



What existing features of library service should be expanded in new Public Library?

- No response (159)
- Larger library collection (69)
- Add computers (31)
- Children's section, programs (21)
- Browsing, reading area (12)
- Open 7 days week (7)
- Programs (7)
- Book clubs, interest groups (7)
- Computer center, tutoring programs (5)

What library service technology improvements would you like to see at the new Public Library?

- Computers with Internet access (26)
- Searchable catalog via web (11)
- Multimedia training (4)
- Restricted Internet access (4)
- Fax (2)
- DVD (2)
- CD players (2)

What general improvements to library service would you like?

- No response (203)
- More books, audio, etc. (37)
- Comfortable seating (10)
- More parking (6)
- Bigger library, more spacious, interesting (6)
- Computers (5)
- Children's section (5)
- Events/programs/lectures (4)
- Reading/study rooms (2)
- Miscellaneous (many with single response)

Other comments?

- No response (228)
- Nice to see it grow (23)
- More books (10)
- Need to have friendly employees like existing staff (7)
- Open 7 days (5)



Focus Groups

A series of focus groups were used in the 2000 Library Study to investigate the community's library service needs.

July 12, 1999 Community Focus Group

A community Focus Group was conducted on July 12, 1999 as part of the 2000 Library Study. The Focus Group included wide array of ages and included 35 people. Participants were asked a number of questions regarding their library use and desired library services. The following summarizes what focus group participants wanted to see in the new library.

Collections:

1. Match collections to school curriculum
2. Books
3. Books on tape
4. Sharing of resources, both print and digital
5. Collaborative acquisitions with area libraries

Programs and Services:

1. Increased hours or distribution of days of service
2. More evening hours, open later
3. Tie to good schools in the area
4. Curricular needs
5. Good communication with schools
6. Evening hours for teens

Facilities:

1. Indoor and outdoor spaces including outdoor seating, walkways, play equipment, flower gardens, tables and checkerboards etc.
2. Homework Center
3. Water feature
4. Chamber of Commerce kiosk
5. Display cases for local history
6. Flexible spaces
7. Children's museum
8. Story area with "WOW" [feature]
9. Beanbag chairs and other comfortable seating
10. Art gallery
11. Art gallery and art bookstore
12. Monumentality
13. Computers as an additional research tool
14. Place for after school clubs



15. An awesome place for children
16. Meeting rooms

Vision:

1. Broad community participation required
2. Good public relations for project required
3. Library may be last place that focuses on books, let's maintain that focus
4. Monumentality
5. Books are a treasure
6. Importance of location
7. Love of reading
8. Honor and privilege to have a library
9. Community center: "living room" for the City
10. Education of children is paramount
11. Balance between technologies and tradition
12. Integrated service in the Civic Center, library and communications center, arts center, cultural center, information hub

July 26, 1999 Community Focus Group with Library Commission

A focus group with the Library Commission was conducted on July 26, 1999. The results of the focus group held on July 12, 1999 were shared with the Library Commission, which then addressed the same questions as the original focus group. The input of the Commissioners included the following observations and suggestions:

Collections:

1. Provide supplemental materials to support curriculum
2. Sharing of resources is very important
3. Foreign Language collections are expensive to maintain
4. Collections for young adults to do research, homework

Programs and Services:

1. More professional staff required
2. Programs for adults
3. Classes and clubs (e.g., painting classes, garden clubs, knitting club, etc.)
4. Evening hours for teens with special programs and supervision

Facilities:

1. Display cases for local history and others



2. Flexible spaces are very important
3. Flexibility mentioned several times
4. Flexible furniture, space, structure
5. Beanbag chairs are very dangerous, not recommended
6. Friends of Library Bookstore
7. Appropriate, beautiful and functional furniture and decoration
8. Color schemes and carpet, beautiful and functional
9. Rooms with separate entrances for extra-hours operation
10. Coffee house
11. Small conference room with partitions
12. Storage, storage, storage
13. Aesthetically pleasing
14. Welcoming
15. Small theater, presentation stage
16. Places to browse like a bookstore
17. Places to look at magazines, very important

August 7, 1999 Community Focus Group

The second community focus group discussed the same questions as the focus group that met on July 12, 1999.

Attendees added the following suggestions to information already obtained:

Quiet space
Teen space
Fireplace
Adult programs
Community Education Center
Homework Center
Small Group Study Rooms

Looking Around Outside – the Community

Demographics

A thorough demographic study was conducted as part of the 2000 Library Study that evaluated potential City growth, age characteristics, education levels, household types, and income levels. *(Note: the demographic analysis has now been updated and the more recent demographic information is discussed in the Community Analysis section. The following main findings are provided to demonstrate continuity with the updated study.)* The main demographic trends were:

Older result-oriented population
Highly educated population
Smaller household size



Young adults and families with children

Civic Center Advisory Committee Perspectives

The following is a summary of the comments received from the Civic Center Advisory Committee. The demographic perspectives provided by the committee were consistent with statistics reported in the more formal demographic analysis done for the 2000 Library Study. Comments were extremely supportive of the relocation of the library to the Civic Center site, which would address many of the committee and the community's access concerns.

Demographic Perspectives:

- Much of the community located adjacent to Civic Center site
- Community to east of Civic Center site is older section of Calabasas Park, more retired people, less children
- 15% of population has English as a Second Language
- Large Middle East and Asian population
- Large Jewish population
- Community of commuters
- City appears to have a large youth population
- City will continue to be a magnet for people with children, programs and collections should continue to address this
- So many families moving into community, need to set aside separate areas for children of various ages
- Approximately 30% of residents have a working home office

Civic Center Site Perspectives:

- Area residents use the Commons for their shopping needs
- Proximity to active retail center and pedestrian access a benefit
- Civic Center site has equal driving distances to most neighborhoods
- On the route of "old town shuttle" service
- Freeway adjacent
- Elementary school within 1.5 miles of site
- High school 2.5 miles away
- All schools are within a 5-minute drive (few walkers)
- Motion picture retirement home and hospital also in the area
- Four miles to the West of site are two communities made up of young families and older retired people, heavy library users from this area
- Communities consider their flavor to be "rural" not suburban
- Location is more important than programs and services
- Tie location to number one destination, which is the Commons
- New location better access for Senior Citizens, "browsers"



Other Perspectives:

- Library use is more determined by location and proximity than by programs and services offered; people do not walk due to topography and distance
- Must be a convenient stop
- Currently library is not co-located with similar types of errands which contributes to non-use
- Buys books at Barnes and Noble because it is more convenient than anywhere else to combine errands (time in car)
- New Civic Center site will address these issues
- Not really a neighborhood library since it is not in a neighborhood

Library Commission Perspectives

The following is a summary of the written comments received from the Library Commission on July 26, 1999.

- Many avid readers in the community (suffer from "book attacks")
- Convenience might lead to book buyers vs. library users
- Different behavior patterns between book buyers and library users
- Library design and browsing areas might entice buyers to be library users. ("Book buyers: how do we get them?")
- Library should develop foreign language collection, including recreational reading section
- Children well served by school libraries and library service
- Adults interested in books on gardening and health and beauty
- No adult education in Calabasas, library service might take an active role
- Requirements for a literacy program were discussed
- Diversity of interests including courses on cultures of other nations, theatre groups, and art groups was discussed
- Commission stressed Public Library should be welcoming, not institutional
- Lots of display shelving and browsing areas would be important

Library Staff and Administration Perspectives

The following is a summary of the written comments received from the Library staff and Administration.

- Adjacency of relocation to City Hall at 26135 Mureau Road benefited new residents of the City, and those moving to the City, because they learned where the library was while visiting City Hall researching community information
- Enrollment in summer programs by children increased with library service expansion to 4,000 square foot facility
- Los Angeles County Public Library bookmobile formerly served Senior Citizens in mobile home park on Mulholland Drive, an outreach program to these citizens, through their community center, should be explored in the future



- Staff notes that since residents are spread out through the city, having the Public Library located at the Civic Center would help provide a sense of community to the residents

Education Facilities

The 2000 Library Study examined educational institutions serving Calabasas and the surrounding areas for implications on library service planning (*the educational institutions are essentially the same for the 2003 Library Study and are discussed in the Community Analysis section*). The 2000 Library Study found that the main educational service provider to be the Las Virgenes Unified School District. The School District had (*at the time of the 2000 Library Study*) four of its thirteen schools recognized by the U.S. Department of Education as being among the "national excellence" schools of the nation. Also, significantly high numbers of graduates from the School District's high school went on to 2-year or 4-year colleges or universities. The findings indicated high educational commitment in the community.

There were 6 schools serving Calabasas students at the time of the 2000 Library Study (*there are now 7, although the new school, Alice C. Stelle, will not open until the 2003/2004 school year*). All of the schools, with the exception of Lupin Hill Elementary School, have students that mainly reside within two miles of the site for the City's Civic Center project. Although A.E. Wright Middle School is approximately five miles from the site, the majority of the students live in the residential areas that surrounded the Civic Center. The students' use of the library service increases during the summer months when schools, and their libraries, are closed. The School District was planning to build a new middle school (*at the time of the 2000 Library Study*) in the area directly across from Calabasas High. The school was programmed to relieve overcrowding at A.E. Wright Middle School. Schools identified in the City included:

East Side of Calabasas:

Bay Laurel Elementary School
Chaparral Elementary School
Calabasas High School

West Side of Calabasas:

A.E. Wright Middle School
Lupin Hill Elementary School
Indian Hills High School (Alternative School)

Other possible student users of the library include the private Viewpoint School, the Mesivta School, and Heschel School populations; adjacent schools in communities in the immediate area including Round Meadow Elementary and Louisville High School; Buttercup Preschool; and the City of Calabasas-run Creekside Preschool.



Looking Around Inside – the Library

Mission Statement for the Calabasas Public Library

The 2000 Library Study examined library service at the time of the study to determine if the Library mission statement was being met. The mission statement for library service was developed by the Library Commission upon its formation to govern, guide, and inspire the City in its library service provision efforts. The mission statement reads:

Freedom and democracy require a well-informed citizenry and the full exchange of a diversity of viewpoints. To that end, the mission of the City of Calabasas Library is: to provide free and equal access to materials, information technology, and services, administered by a knowledgeable, professional, and caring staff; to respond to changing individual and community needs in reading, research, and education; -and to support the cultural, recreational and educational interests, identity, and pride of its citizens.

Space Use Analysis

The library service at the time of the 2000 Library Study occupied 4,000 square feet on the first floor of the City Hall complex at 26135 Mureau Road, an increase of nearly 300% over the previous facility. The library was attractively furnished and well maintained. The lighting was good and the perimeter rooms had windows. In spite of the additional room and significant improvement over the previous library, the library still created the impression of being impacted by lack of space. This was due in part to the low ceilings, but also to the high ratio of book stacks to reader stations (openness factor). A single public service desk provided information, circulation, and reference assistance. The staff shared an office. An undersized workroom served as a processing, storage, staff lounge, and gift evaluation area. The stacks were typically 90 to 100% full and many sections, such as adult nonfiction, were 100% full with little room available for the re-shelving of materials. Proper library design guidelines call for a shelf load at approximately 70 to 75% full to allow for efficient re-shelving of materials, shelving of new acquisitions, and shelving of multi-volume sets without major shifting of book collections.

Library Staff Perspectives – The Facility

Staff reported that many users appreciated the cozy atmosphere or “the hometown feel” of the library service and the warm personal greetings they received at the front door. Staff noted that library service use continued to increase in the new facility, but some statistics, such as reference uses were unusually low. Staff stated that since there was no reference desk, patrons frequently did not ask for assistance. However, when patrons were approached and asked for assistance, they were extremely grateful. The need and ability to expand space (and subsequently staff) would therefore improve service.



Staff noted that they received a high percentage of useable contributions – several thousand books that the library might otherwise have to purchase. The contributions saved the library valuable acquisitions dollars, but there was inadequate space for storage, sorting and evaluation of these gifts, and the shelving was full to capacity.

Library staff and administration also noted that there was need for additional seating. In particular, comfortable, flexible seating was desirable. As well, event space was needed to serve the many public groups that wanted to use the library service, but often could not as meeting space was limited. The staff noted that the addition of meeting space in the Civic Center complex could therefore be useful to the library service.

Library Staff Perspectives – Programs and Patrons

Staff reported the library programs were extremely successful. The attendance for the three summer reading programs was over 400 (and could not accommodate all the youngsters). The staff felt that a story area “with charm” would be a strong addition to the library program.

Staff indicated that the library frequently served as a community information center, particularly for people moving into the area. The librarian noted that residents not owning computers used the library's computers frequently for both Internet access and word processing (resumes, business letters, etc.) Other frequent users included young adults, with heavy after-school library use. The adolescents frequently required homework support.

Library Staff Perspectives – Collections

Staff acknowledged that books on tape were heavily demanded, particularly the unabridged versions. The library had also received frequent requests for foreign language materials ranging from Spanish to Chinese, Russian, and Farsi.

Staff stated that individuals in the motion picture industry were frequent users of the Calabasas library service, including both screenwriters and producers who used library resources for research and as a workplace. (It was noted in the "looking around" information provided by the Advisory Committee that 30% of residents had a working home office.) A special collection to support the film industry research was mentioned as a strong candidate for addition to a future library service.

Staff and administration said that although there had been little use of, or demand for, the limited business information sources available at the prior 1,448 square foot location, the recent expansion of the materials available in the 4,000 square foot space had resulted in a significant increase in demand for these services. About 20% of the reference requests involved information on companies, investing, marketing, or small business start up. Frequent users included workers from the small business park across the street from the library service. (A "micro-business" collection was mentioned and supported in several of the community forums.) A shared collection development vision with the neighboring libraries of Agoura Hills and Westlake Village might encourage each to identify a signature collection to develop in depth.



Another collection improvement potential noted by the staff was for the local history and environment collection, which the local Historical Society helped maintain. The collection could continue to be expanded with their assistance. However, displays to help promote the collection and adequate shelf space would only be possible in a new facility (due to space constraints in the 4,000 square foot space).

Comparative Study of Similar Institutions

Part of the 2000 Library Study included a comparative study to determine and evaluate how the City's library service ranked in relation to libraries in comparable jurisdictions. Such comparative or "benchmark" studies also assist in determining the right size for collections and facilities and evaluate how much other jurisdictions are spending to operate these facilities. The 1997 Library Study had showed Calabasas to be consistently in the lower percentile of libraries serving similar cities. A second review of city-operated libraries serving cities of similar size was therefore conducted in July 1999.

The study group was expanded from 10 to 15 libraries serving cities ranging in population size from San Marino at 13,550 to Menlo Park at 30,550. Cities deleted from the 1997 Library Study included Santa Paula (District) and Plumas County because the purpose of the 2000 Library Study was to focus on Cities. Cities added include San Marino, Rancho Mirage, Miu Valley, Santa Fe Springs, El Segundo, and Pacific Grove.

The cities were selected to expand the study group from only those libraries serving cities over 20,000 residents and because the demographics of these cities more closely resembles Calabasas. The group also included South Pasadena, Los Gatos, and Menlo Park. The average population for the study group was 21,779; nearly the same population figure reported by Calabasas to the California State Library, the data source.

Table 2 2000 Comparative Service Study Results

	Calabasas	Study Group
Square feet per capita	.18	.98
Library materials expenditure	\$42,000	\$125,186
Circulation per capita	3.55	10.52
Borrowers per capita	.21	.82
Reference per capita	.18	2.19
Attendance per capita*	1.3	9.94
Volumes per capita	.68	4.4
Librarian F.T.E.	1.5	4.37

** Note: Calabasas annual attendance, circulation, etc. figures were based on four months of occupancy at the 26135 Mureau Road library service location. The numbers were multiplied by three to equal the 12 months of reporting by the other jurisdictions.*

Input measures included square feet per capita, library materials expenditures, volumes per capita, staff counts, librarians per capita, periodical subscriptions and volumes added per capita. While the study still showed Calabasas in the lower percentiles for most input



measures, there was some improvement over the 1997 Library Study. Library materials expenditures had increased from \$.69 per capita to nearly \$2.00 per capita. Staff had increased to include an additional half time librarian and square feet per capita had increased from .07 in 1997 to .18 per capita in 1999. While these input measures were useful for planning a new facility, many of the libraries studied were sixty to eighty years old and had been building collections for many years. Calabasas would be in the unfortunate situation of playing "catch up" if it tried to match the benchmark average for collections based on the holdings of such libraries as El Segundo or Mill Valley.

The Calabasas output measures were also low in relation to the study group. The circulation per capita was one-third that of the study group; the attendance per capita one-ninth of the group; and the reference per capita one-tenth of the group. The borrowers per capita were one-fourth the number of the study group.

The output measures, which reflected the smaller collections and space available to users, were useful in providing guidance for planning the new Calabasas Library. The measures had increased steadily for the three months the library occupied its new facility at the rate of approximately 20% per month. The attendance figures had also increased dramatically with over 400 people including both parents and children attending summer programs.

In evaluating the low use statistics the possibilities included that reference use was not significant because there were inadequate reference materials available or because the citizens of Calabasas had alternate sources for their information. The librarian further clarified the statistic by pointing out that since the facility had no reference desk, patrons were less likely to seek assistance. Reference use was possibly low because of the lower staffing levels for the Calabasas library service. Attendance was possibly low because the facility was small and the programs were limited, or because there was competition from a bookstore nearby. Also, the library may have lost clientele temporarily because it was in its third location in five years.

Benchmark studies are useful in indicating where library resources are and should be allocated. However it is important to remember that the use of benchmark studies is not a substitute for planning a library to match not only a community's needs, but also what a community can reasonably afford to support. In seeking to determine the right size for the future Calabasas Library, the 2000 Library Study instructed the City's planners to examine the benchmarks as averages to be achieved, but also in some cases to be surpassed and in others to be replaced by other options. The 2000 Library Study thus advised that the City must seek a balance between what it could reasonably afford, what it could afford to maintain, and what it really needed. The 2000 Library Study conducted a space needs assessment (*which has been updated for the 2003 Library Study*) and concluded that the community would be served best by a 22,673 square foot public library. (*A building program for the Public Library was produced for the 2000 Library Study, which has also been updated in Appendix 5 of the 2003 Library Grant application.*)

Role Setting Exercise

Both the Civic Center Advisory Committee and the July 12, 1999 Community Focus Group participated in an exercise to determine which roles they believed should be the focus of the



new Public Library's service program. The participants were asked to rank the following 12 roles:

1. Business Information
2. Community Activities
3. Research Center
4. Community Information
5. Formal Education
6. Young Adult
7. Independent Learning
8. Technology
9. Preschoolers' Door to Learning
10. Children's Programs
11. Reference Services
12. Popular Materials Center

The results are interpreted in the following summary discussion.

The responses of the two groups were similar with the top four choices of each group being identical. The Civic Center Advisory Committee selected Popular Materials by a one-point margin over Reference Services for the primary role and the focus group selected Reference Services by a three-point margin over Popular Materials Center for the primary role. Both ranked Children's Programs and Preschoolers' Door to Learning as nearly equal for the third and fourth focus roles. The results of these exercises are consistent with comments shared at both meetings.

The actual vote distribution for the Civic Center Advisory Committee members was:

Role	#1 votes	#2 votes	#3 votes
Community Activities		1	
Formal Education		1	1
Independent Learning			2
Technology	1	1	1
Preschoolers' Door	1	2	
Children's programs			4
Reference Services	2	3	
Popular Materials Center	4		



The actual vote distribution for the Community focus group of July 12, 1999 was:

Role	#1 votes	#2 votes	#3 votes
Community Activities	2		
Formal Education		3	1
Independent Learning	1	1	
Technology			
Preschoolers' Door	2	1	
Children's programs		2	1
Reference Services	3	1	2
Young Adult		1	2
Research Center	1		1
Popular Materials Center	4		3

SUMMARY AND RESULTS OF THE 2000 LIBRARY STUDY

The Vision

*"One does not go to a library once, look around and leave as if having seen it. Libraries are not monuments or sights or notable places: churches by Wren, villas by Palladio. Libraries which acquire the books we cannot afford, retain the many of which we are ignorant, the spate of the new and the detritus of ancient; libraries, which preserve what we prize and would adore; which harbor the neglected until their time to set forth again is marked, restoring the worn and ignoring fashion and repulsing prejudice. Libraries are for life, centers to which we are recycled, as recursive as reading itself."*¹

In developing the vision for the Calabasas Public Library in the 2000 Library Study, the Library Commission and Civic Center Advisory Committee reviewed benchmark (comparative) data, current use statistics, growth projections, and reiterated goals and objectives for the project. A review of the City's demographics (successful individuals, high educational levels attained, desire for excellent City services, quality of local schools, etc.) indicated that the citizens of Calabasas had the same high expectations of library services that compelled them to separate from the County of Los Angeles Public Library system. The Public Library must therefore have added value beyond that of the simple recreational reading needs that many citizens could find at local bookstores.

Several members of the Library Commission and Planning Commissions participated in a full day field trip visiting new public libraries in sizes ranging from 10,000 square feet to 30,000 square feet. Many individuals took field trips on their own and brought insight to the planning meetings. Commission members spoke of a community of book buyers becoming book borrowers and of the many book buyers who continued to donate their purchases to the library for inclusion in the collection or to Friends of the Library book sales. Citizens spoke of

¹ Gass, William H. Gutenberg's Triumph: In defense of the book. Reprinted in the *Los Angeles Times*. December 26, 1999.



reverence for the book and the importance of "just knowing" that the library was there. Commuters spoke in support of books on tape collections.

"So why am I checking out books at my little library? Because I've come to prefer reading a book that has already been read. I prefer the feel of the pages, much as I prefer the feel of old leather to new leather".²

At the planning meetings, many people spoke for the young people of the community who needed a place to do homework after school. The opportunity to collaborate with local schools and share curriculum information was discussed, as well as the possibility of the library beginning to assist in tutoring and language instruction.

Many spoke of the library as a hub of activity - a community educational, cultural, and historical center. Several committee or commission meetings were held immediately after events sponsored by the library, so members had opportunity to witness a children's program, which attracted over 300 children, or citizens arriving early to get a good seat for the popular Friends of the Library book talk series.

Libraries are more in demand than ever, "becoming a sort of cultural crossroads, complete with interactive exhibits for children or coffee bars and restaurants, like the one at Orange County's newest public library branch in Aliso Viejo".³

Every citizen who participated in the 2000 Library Study planning process brought with him or her different perspectives for the uses of the library - but each use shared the theme of non-discrimination - a library for each and every citizen.

Many individuals wondered about the replacement of print by digital information. Still wishing to provide for books that people read, not just information that people use, all participants in the planning process were committed to continuing to grow a library collection. A collection, not too big, but not too small, with enough depth and breadth to represent the many diverse interests in the city. Several members noted that perhaps periodicals were an expensive investment and that the local retailers were quite popular with the magazine readers. Perhaps the collection could be kept small with the Internet providing access to many additional titles.

The interests of the citizens in the 2000 Library Study for a new Public Library included developing a strong children's collection, research materials for individuals engaged in the film industry, environmental collections, micro-business materials, as well as mystery books, videos, gardening, and travel books. In addition, a small foreign language collection for the Spanish speaking population and a large type collection for the sight impaired. Two potential stack areas were proposed - one for general circulating collections, and another for a closed archival collection should the City choose to cultivate donation of such a collection. Areas

² Eisenberg, Lee. The sweet smell of good writing. *Esquire* magazine. July 1988.

³ McLellan, Dennis. Libraries turn high tech page. *Los Angeles Times*. November 10, 1998



designated for browsing areas, should have lower shelving, slanted display shelving, and benches and chairs near the stack for browsers.

At 4 p.m., a long line trails from the reference desk at the main Altadena Public Library. Each person has a question he or she urgently wants answered, and there's no pattern to the queries:

"Where can I get parts for my '59 Renault?"

"What are the pros and cons of Abortion?"

"I need information on a local business because I'm going on a job interview. Can you tell me about it?"

This is a familiar scene to Lauren McCoy, an Altadena reference librarian.

"School kids come for help on term papers, job seekers for tips on resume writing, and everybody wants help on fixing old appliances and cars," she explains. "If we can, we give on the spot answers. When we can't, we tell people to check back in a few days."⁴

The various ways the citizens planned to use their new facility were also reflected in the various public spaces envisioned in the 2000 Library Study. Many individuals are looking forward to large lounge chairs like those on the reading porches in a new public library. Others sought the quiet and isolation of a study carrel. The study carrel should, of course, have power and a network connection for lap top use. The Young Adults wanted "a place of their own."

High on all the lists was the desire for more meeting rooms. The rooms were to be booked by clubs, used for small workshops, or used for special projects by people requiring quiet and a place to spread out. Power and network access would need to be available in these rooms as well.

A larger meeting room for groups, like Commissions, local history groups, the Art Council, or similar civic organizations was requested, as well as the potential for an onsite training room with hands-on internet, software, or database training. This flexible space, which was to seat 20 or so around a table, or 15 at training tables, was crucial to the community and educational mission of the library.

The participants in the planning process called for a place that integrated whimsy, a sense of pleasure and a welcoming environment, and was accompanied by ample acoustical controls. Discussions of the children's area generated much creativity and enthusiasm from all groups. Everyone agreed this was an area within the Public Library where programming and space allocation should not be completely governed by practical and economic factors. The community exhibited a strong interest in meeting the needs of the City's youth and recognized that extra expenses could be incurred when providing for their needs. Nothing was more important than providing library service to the children of Calabasas.

⁴ McGarvey, Robert. Is it checkout time for local libraries? Avenues. January/February 1996 p 27.



Evolution of the City of Calabasas Public Library: 2000 to 2002

The 2000 Library Study was extremely successful and produced an exceptionally clear vision for the City of Calabasas Public Library project. The process captured the citizens' needs, hopes, and desire for their very own and first-ever Public Library (*the implications for library provision are discussed in the Analysis of Library Service Needs section*). Tangible outcomes resulted in improvements to collections, programs, and library service technology by implementing services called for during the 2000 Library Study when possible, including a fourth relocation to further expand service (intended to house the library service until the greatly anticipated opening of the Calabasas Public Library in the Civic Center). In essence, the 2000 Library Study created a tool that the City of Calabasas has empowered itself with to fulfill its dream for a Public Library; one that can serve the community and surrounding region for decades.

"In short, the library was a place where most of the things I came to value as an adult had their beginnings. Art was there, poetry, history, and words. Millions of words. Trillions. Politicians have come and gone since many of them were written, empires have risen to temporary glory and collapsed into decay. But those words remain as powerful as they were when I was a boy and will be there long after I'm gone. I went to the library in a different time, of course, during the last years before the arrival of the great obliterating force of television. I went to the library in search of entertainment and discovered the world".⁵

⁵ Hamill, Pete. D'Artagnan on Ninth Street: A Brooklyn boy at the Library. *New York Times*. May 16, 1998.



CITY OF CALABASAS PUBLIC LIBRARY NEEDS ASSESSMENT 2003

2003 LIBRARY STUDY

Introduction

While the 2000 Library Study would aptly serve Calabasas's library planning needs, the City's continual search for excellence has resulted in the preparation of a third needs assessment. The availability of California Reading and Literacy Improvement and Public Library Construction and Renovation Bond Act 2000 grant funding presented the City with a chance (1) to improve upon the information contained in the 2000 Library Study and (2) to amend existing studies to comply with Bond Act formatting requirements. Thus, the following supplemental City of Calabasas Public Library Needs Assessment 2003 was prepared.

Background

The 2003 Library Study is only intended to update and revise the 2000 Library Study and not meant to replace or significantly alter the Calabasas Public Library project that resulted from the 2000 process. The essential roles, services, programs, and project plan remain the same (*library service needs are discussed in the Analysis of Library Service Needs section of the application*). However, as the City enters into the final planning phase for its Civic Center project, the financial preparations for the project are of concern and will require considerable fiscal planning. Fortuitously, the timing of the Library Bond Act of 2000 coincides with the City's Public Library project development schedule.

The City is prepared to construct the Library portion of the Civic Center project immediately should grant funding become available. Thus, the City is pursuing the formidable funding possibility presented by the 2000 Bond Act. The grant application preparation process is extremely thorough and passing the City's existing library service information through the grant application process has improved the City's municipal library project in two respects. The first advantage offered by the process is that the City has confirmed that its 2000 library plan is indeed valid. The second advantage is that by reviewing its project, the City was presented the opportunity to include additional programming in the library concept plan.

2003 LIBRARY STUDY METHODOLOGY

Review of 2000 Library Study

To prepare a Bond Act 2000 grant application package for submission, the Calabasas City Council formed a Library Grant Team. Team members consisted of:

Don Duckworth, City Manager
Robin Parker, Assistant City Manager
Steve Craig, Community Development Director
Gordon Conable, Library Consultant and Vice President of West Coast Operations, Library Systems and Services, LLC.



Matthew Hayden, Special Projects Coordinator

To determine the validity of the 2000 Library Study, the Team concluded that an updated demographics report would be required to demonstrate that the same population was to be planned for in the 2003 Library Study as was planned for in the 2000 Library Study (*this demographic update is discussed in the Community Characteristics section*). The Team also concluded that public meetings before the City Council and Library Commission would be required to gather public input on the submission of the 2000 Public Library project for grant funding (with the appropriate revisions to adhere to the Bond Act Regulations). The City Council public meeting was held on January 22, 2003 and the Library Commission public meeting was held on January 27, 2003. Both the comments of the officials and the public attending the meetings fully supported submitting the 2000 Public Library project for grant funding (with any revisions resulting from the 2003 Library Study).

To further determine the validity of the 2000 Public Library project for submission for state funding, the Grant Team conducted a series of interviews with key members of the Community. The interviewees included Library Commissioners, Library staff and administration, and the Library consultants involved with the 2000 Library Study. The interviews confirmed the results of the 2000 Library Study findings. The validity of the 2000 Library Study is related to the well-designed nature of the prior research program, which endeavored to lay the foundation for a library program that would admirably serve the community's library needs for decades. The City knew it was planning for long-term library service at the time of the 2000 Library Study. Therefore, the Public Library project that was developed from the 2000 Library Study was found to be appropriate for grant submission (with modifications/additions to the plan where warranted, namely adherence to Bond Act Regulations and the inclusion of the joint use programming identified in the 2003 Library Study).

2003 Library Study Joint Use Programming Enhancement

Overview

The City of Calabasas and the Las Virgenes Unified School District both serve the community of Calabasas. The City and School District have an exceptional working relationship because the overriding service provision role for each entity is the enrichment of the lives of residents. There is a long history of cooperative programming efforts between the City and School District (*a list of the various joint City/School District programs is provided in Appendix 2*).

The basis for the strong affiliation between the school system and the City can be found in the City of Calabasas General Plan, which specifically mandates that the City actively pursue such a relationship (*the City's General Plan is discussed in the Community Analysis section*). However, the types of joint programming that currently exist between the City and School District do not strictly reflect the requirements of Bond Act Regulations. Thus, the City and School District resolved to investigate the type of joint programming called for in the Bond Act because such programming had the potential to improve library services. At the City Council meeting of January 22, 2003, and the School Board meeting of January 28, 2003, the



leadership of both bodies gave official support to the concept of entering into a formal Bond Act Joint Use Agreement. Each organization formally directed their respective staff to explore joint venture alternatives for library service.

Joint Use Programming Investigation Committee

The result of the direction from the leaders of the City and School District was the formation of the Library Options and Opportunities Committee. The Committee consisted of:

Dr. Donald Zimring, Deputy Superintendent (LVUSD)
Gordon Conable, Library Consultant and Vice President of
West Coast Operations, Library Systems and Services, LLC. (City)
Matthew Hayden, Special Projects Coordinator (City).

The Committee researched the Bond Act Regulations for joint use program requirements, studied examples of existing joint use library programs from other jurisdictions, and reviewed successful first round Bond Act 2000 joint ventures. The result of the initial inquiry revealed that three of the seven official Bond Act joint ventures could potentially service the needs of students in the community. The identified programs included a homework center, a career center, and subject specialty-learning center. The attraction of the programs was their ability to capitalize on existing resources to create new programming. In order to select the most appropriate program(s) for the community's students though, the Committee scheduled a series of interviews, focus groups, and public meetings to fully document which joint venture project(s) should be included in library programming.

JOINT USE PROGRAMMING NEEDS ASSESSMENT METHODOLOGY

Interviews

The Committee conducted a series of interviews to define possible joint library service provisions.

City staff interviewed:

Steve Craig, Community Development Director
Jeff Rubin, Community Service Director
Roberta Yalda, Traffic and Transportation Division Manager
Tom Gdala, Assistant Transportation Planner

Responses:

- City staff suggested joint programming should seek to maximize existing resources;
- The current state budget climate was unpredictable and there was concern that programs not suffer from budget cuts;
- Staff identified the existing City Shuttle program that transports students to the library after school as having potential use for joint programming;



- Other cooperative programs existed, but were not suitable for Bond Act requirements.

Library Consultant interviewed:

Linda Demmers, Libris Design

Responses:

- Part of the 2000 Library Study revealed the community's strong desire to support the educational processes for its youth;
- Need to remember the community is committed to educating its youth and therefore has high educational aspirations;
- Ways to enhance the youth library programming called for in the 2000 Library Study should be sought.

Library staff interviewed included:

Barbara Lockwood, Library Director
Stacy May, Former Calabasas Youth Librarian

Responses:

- The library service and the School District already have a good relationship together and currently operate a number of joint programs (e.g.: the City and District are already conducting an outreach service through the Roaming Reader Program)
- The concept of a homework center would be possible, especially in the new Public Library, which would have more space (as only a few study rooms are available right now)
- To really make the program work (or any program for that matter) we need resources and coordination
- Having school curriculum in Public Library would benefit program so kids would not have to carry heavy bags and it would help if they forgot their books
- The other resource that would help a homework center would be if the homework assignments were available at the Public Library (librarians said they were aware of online services that could be utilized)
- Other coordination that would help is for listing of major projects that occur during school year to be given to public librarians
- Public Library could keep books on reserve whenever needed
- Public Library does try to coordinate with schools to maintain books on various reading lists
- Homework center/Study space needs to be designed with kids in mind because Public library would compete with Barnes and Noble (where kids hang out, eat, and enjoy drinks at comfortable seating/couches while studying/socializing)



- A career center would be a great idea, as library service already has a collection and resources
- The Public Library would need trained career advisors/councilors to give talks on subjects like “how to get into college”, as library service does not have specialist on staff
- Also, coordinated timing of career development programs would be helpful, as Public Library could emphasize (through displays and web) career collections at appropriate times throughout the year
- Subject specialty learning center was a possible program since library service currently has a number of special collections that could be used
- Library service has special collections related to: local/Calabasas history, the Santa Monica Mountains, and the local environment
- City librarians would be happy to coordinate the availability/usage of special collections with local schools
- One possible use would be to have a Public Library reserve program for special collections and coordinate it with school science projects focused on local environment (city librarians and school librarians were in the process of working on this process already)

School District staff interviewed included:

Joe Nardo, Assistant Superintendent, Education
Jim Nielsen, Director, Secondary Education
Ann Eklund, Director, Elementary Education

Responses:

- Important guideline for the creation of any joint programming would be the maximal use of resources (current state budget climate a concern)
- Key to Public Library usage by students would be transportation
- District involved in joint use venture (a homework center) with another City, and the program struggling to some extent because no direct link between schools and public library (they were arranging for a shuttle program)
- Any potential transportation between schools and the Calabasas Public Library would have to be well supervised and would require parent authorization for students to use the service
- Any joint venture should start with a small, well-planned program (diluted programming with too many themes might not be successful as it might try to take on too much in the beginning)
- If a joint program were not successful, may drain valuable resources (especially given current state budget climate) and so should target specific needs
- Most glaring need staff identified was lack of after school library hours
- School District cannot currently offer library hours after school
- School Library operations are not inadequate, have great facilities and materials, just not enough hours
- Possible supplements to programming would be availability of copies of collection materials



- Additional copies of books would be particularly useful at specific times of year
- Any online services/databases that could be offered would be very useful
- Examples include online AP classes, tutor.com, online SAT prep
- Students under pressure to score well on SATs
- Students will soon be required to perform new state writing tests (ETS), so online support for this program could also be useful
- Students have to pass high school exit exams
- Students will also be subject to the new federal “No Child Left Behind” standards
- There is currently a large number of students that were not meeting required standards (despite preconceptions of all students doing well), these children would benefit from extra help and resources
- Tutoring at Public Library would help students the not meeting standards, students at risk, and English second language students (e.g. Farsi, Hebrew, Russian, and Spanish)
- Remedial reading program and reading sessions in Public Library could also help some students
- Having Public Library hours from 9-12 in the morning does not help students, however, hours from 3-9 in the afternoon and on weekends would help students
- Monday – Thursday are days students most likely to use Public Library, especially Thursday since projects often due on Fridays
- The Public Library could also be an additional place to display students work
- The community meeting space at the Public Library would be a good location (because of its central location) to hold parent education nights
- Public library would need computers available for students
- Joint programming component could be computer training
- Any joint use program will require good coordination between School District and City library staff to ensure proper materials are provided
- Examples of subjects to be coordinated include curriculum, reading lists, homework assignments, and school projects

High School Parent Faculty Club Member interviewed:

Tina Orkin, President

Responses:

- There is an assumption in Calabasas that most kids have tutors (since there are many educationally oriented families)
- Many families cannot afford tutors though, and to compete scholastically they need them
- High School offers tutoring and contacts to paid tutors, but school libraries close after 3:30
- If there was an after school study space (with tutors and services), it would help the children



- Students need help with many types of special projects (e.g. research projects, competitions that happen periodically, etc.)
- Studying with tutors in the Public Library is often more productive for students, since they do not have the distractions they do at home
- Tutors earn valuable community service credits for college applications
- There is a special mentoring benefit to tutoring
- There are particular times when a homework center is best operated
- Potential hours for homework center must include Monday-Thursday (especially Thursday as most assignments are due Friday)
- Offering supplies, resources, books, reserved books, meeting space, computer access and support would be useful in a homework center
- A homework center should be comfortable and designed for students needs (i.e. place to eat, lounge, and relax)
- Providing transportation to the Public Library from the schools would help (especially for younger students)

Focus Groups

The Committee conducted focus groups with school and library staff at each education level to ascertain the types of joint library programming that would best serve students.

Elementary School Libraries

Focus group included:

Barbara Foglesen, LVUSD District Librarian and
Head Elementary School Librarian

Responses:

- The School Districts Libraries (at all levels) are generally in good condition and have excellent collections, services, and programs
- Research visits are the main reason for Public Library visits by elementary students
- To support these trips, curriculum coordination would be needed
- District has monthly librarian meetings, the City librarians should attend
- Better coordination could result in having more copies of materials available for students
- There are times when expanded collections would be especially helpful, for example when cross-grade projects occur and there is a run on materials
- Another need would include increasing access to titles in Reading Counts programs
- Students need to take quizzes to assess and improve reading independence and by grade 8 the students are expected to read 1 million words



- School libraries are expected to have 1200-1500 titles available for Accelerated Reader program (AR), so adding titles in Public Library could help meet this requirement
- Collection coordination for elementary students focused through homework center would be beneficial
- Any programs would have to use collection reserve system during certain times of the year when some books are required to be available
- Part of School District mission is to ensure children enjoy reading
- Book discussion/author events could support this role
- Summer reading lists from teachers could also help, especially if listed in Public Library and Public Library collections developed to reflect reading lists
- Public Library hours need to be accessible for students
- After school hours possible for older elementary students, but safety concerns and independence limit usage by young students
- Older students may need authorization from parents to use Public Library services
- Evening/weekend Public Library hours might be utilized by families who would take children to Public Library at those times as substitute for after school hours
- Students have busy lives, even at elementary age (listed variety of extra curricular activities)
- Computer access and training could be helpful to elementary students, help them get interested in computers for later schooling
- Multimedia (books on tape/movies) are desirable to elementary students
- Elementary librarians could put Public Library applications in school libraries to promote programming
- May be some potential to share databases, but younger children might not use services as much
- Subject specialty collections only useful to elementary students occasionally for projects
- Career center programming would not often be used by elementary students

Middle School Libraries

Focus Group included:

Steve Rosentsweig, A. E. Wright Middle School Principal
Sheryl Wise, A. E. Wright Middle School Librarian
and Head Middle School Librarian
Mary Sistrunk, Alice C. Stelle Middle School Principal

Responses:

- Any possible joint program involving middle school children has transportation limitations, however the new City service is now available, so partnering with it could make program successful



- Possible need for joint program from 7-9am when parents go to work, but would be very problematic to ensure students made it to school after program ended (would need teachers at Public Library and this may not be possible)
- Transportation services from City need forms signed by parents for use
- Most identifiable library need for students was after school library hours, so homework center would be a good program
- Middle school children have very busy lives with their many extracurricular activities ranging from band to soccer
- Often times children may not be able to attend after school joint programming, so early evening and weekend hours would also be beneficial
- Homework center would need to coordinate with Middle school project schedules
- Certain times of the year there 1700 students working on the same (mandated) project (e.g. the Medieval Market)
- Public Library would need to keep multiple copies of books
- Public Library would need the reading lists so that coordinated collections could be developed
- Research needs are the number one reason for Public Library visits by middle school children
- Students often wait until the last minute to work on projects, so a system of reserves would be needed at Homework Center
- Public Library could provide databases for the students, but not same as school library (perhaps they could share licenses)
- Definite need for computer learning classes for all skill levels, from basic keyboards to multimedia (children required to know how to use computers, but some do not have them at home)
- Children need eating and lounging area
- Children need study space
- Children have large amounts of homework and home can sometimes be distracting
- Goal at schools is to start at young age to get children to enjoy learning/reading
- Story hours/movies/concerts could be attractive to the students
- Students would definitely use the special subject collections in the Public Library, but more coordination would be needed with the school teachers/librarians to increase awareness (hard part would be getting teachers involved because they have busy schedules and often do not coordinate with school librarians)
- Joint programming would require careful coordination between the Public Library and the school libraries, need to have the City librarians attend the monthly District librarian meetings
- College/career programs might not be well used by the middle school students as they are not ready for it
- If joint career program arranged with High School, Middle School librarians would at least need to be aware of it (probably would only be used by parents)



High School Library

Focus Group included:

Calabasas High School Site Council - Members included students,
Teachers, and parents

Responses:

- There is a stigma associated with the library that it is not “cool”
- To overcome the stigma, library has to be attractive to students
- The youth section of the library should be designed for young people
- There should be comfortable seating, places to gather, and an attractive interior
- The Public Library will have to compete with Barnes and Noble, so potentially coffee and snacks services could be offered
- The main reason high school students go to the library is for research
- Students often have trouble using the library services, so training programs on research techniques and other resources would be helpful
- Students need study rooms
- Copies of text books at the Public Library would help students so they do not have to carry around heavy loads
- Materials at Public Library would have to have coordination with school library and a reserve system would be needed to ensure books are there for all
- High School students might make use of the City’s special collections, but would need to be made aware of them (coordination between High School and Public librarians would be required)
- College preparation support such as practice testing, application preparation, and course guidance would be helpful to students, but there is an excellent career center and counseling programs offered at the high school
- Computer access and teaching programs should be in homework center
- After school study space needed because school library closes
- Weekend study hours would help students too
- Many students have access to cars, but transportation would be useful
- Teachers could work with library to coordinate curriculum

Public Meetings

Education Commission Meeting

The City’s Education Commission held a public meeting on the potential for joint use programming on February 20, 2003. The Commission and public that attended were very supportive of the idea of joint use programming with the School District, and would hope that eventually all of the joint programs could be introduced. The Commissioners noted they were a relatively new Commission (having been formed in 2001) but that instituting and increasing joint programming with the School District was implicit in their role. Therefore, they strongly supported formal coordination of all education related programming between the City and School District. The Commissioners looked forward to assisting with the improvement of joint



library services. The City Council had recently approved a program that designated grant writing staff support to the Education Commission. The Commissioners suggested that one of the functions of the grant writing service could be to seek grant support for joint City/School District library programs.

Library Commission Meeting

The City's Library Commission also held a public meeting on potential joint use programming on February 24, 2003. The Commission and public that attended were again very receptive to the idea of joint use programming with the School District. Responses from the Commissioners indicated that any of the potential joint use programs would enhance library services for the community. The Commissioners offered comments on how to structure the programming, emphasized the need for coordination between the public library and the schools, and that the excellent specialty collections the library service offered should be used for joint programming.

RESULTS OF THE 2003 LIBRARY STUDY

The effects of the 2003 Library Study can be summarized briefly. First, the City of Calabasas has confirmed that the Public Library project that ensued from the 2000 Library Study still meets the needs of the community extremely well. The demographic data, which were updated to include the 2000 Census figures, support all the essential findings of the Year 2000 Library Study (*fully discussed in the Community Characteristics and Analysis of Library Service Needs Section*). The reconsideration of the 2000 Calabasas Public Library plan with the community also validates that the proposed project is still favored and ideally suited to meet the service provision needs of the community.

A new benefit to the City's Public Library planning process to come from the Year 2003 Library Study is the formal identification of the need for joint use library programming. This is an additional benefit to the community not specifically addressed in the Year 2000 study. The School District would be well served by joint programming in the Public Library (*discussed in detail the Analysis of Library Service Needs section*). By incorporating the results of the Year 2003 Library Study into the City's Public Library project, the whole community of Calabasas will benefit from the creation of a well-designed project that is the physical manifestation of the City's Library Mission Statement. By locating the project in the City's new Civic Center, the City can fulfill the vision of having a municipal library as an essential component of the City's physical, intellectual, and emotional center.



COMMUNITY ANALYSIS – EXECUTIVE SUMMARY

The citizens of Calabasas are strongly committed to civic participation and are equal to the challenge of governing this special area. The long list of City commissions and community groups demonstrates the resident's dedication to city-building. Of direct importance to the Public Library project is a collection of library enthusiasts and the City's Library Commission. Together, this special interest group exemplifies the type of citizen-lead initiative that has made Calabasas the remarkable community it is today.

The City exhibits the type of suburban demographics that are typical for communities located on the edge of large cities (which usually consist of people looking to escape the confines of City-life, often to raise families or to retire). In the community analysis done for the 2003 Library Study, three demographic findings stood out as having important consequences for library service provision. First, the City of Calabasas has an expanding sphere of influence and rapidly increasing user base, which is evidenced in significant population growth and increasing library membership. Second, the City has proportionately higher educational attainment levels than the averages for the state and nation. Lastly, the community also has a significantly higher than average youth population and percentage of households with children who perform well in school. The following summarizes the main demographic findings:

Population Growth – Situated directly in the path of outward urban development, the community of Calabasas has experienced steady and rapid population growth. The population increased approximately 50% between 1980 and 2000 and stands at 20,750 as of January 2002. Ongoing new housing development (based on entitlements granted prior to incorporation) portends further robust population growth through the build-out. There is also potential outward expansion of the City limits through annexation. Families with children will likely predominate among the influx of newcomers (attracted by the top ranking and highly regarded Las Virgenes Unified School District). The future population of Calabasas, with all potential growth factors considered, will likely be approximately 31 to 33 thousand by the year 2020; i.e., a 55% to 65% anticipated growth in population between 2000 and 2020.

Library Users – Within the past year, library patronage has grown explosively, at a 35% *annualized rate of growth*. Library users are materializing at a rate that implies substantial unmet demand among the residents of Calabasas (adults and students alike) and the surrounding communities from which library patrons are drawn.

Population and Age Composition – Consistent with its suburban character, Calabasas is populated predominantly by families, most with school-age children. The City's population includes proportionally more children in the 5-13 and 14-17 year age ranges than the state or nation levels. In comparison, there are proportionately less young adults ages 18-24 and persons 60 and older, than at the state and national level.

Educational Attainment – Compared with California, Calabasas has proportionally more well-educated adults, specifically persons with at least a Bachelor's degree. The community is especially well endowed with graduate or professional degree holders.



Racial and Ethnic Composition – Although a predominantly white and non-Hispanic city like many other suburbs, Calabasas reflects certain aspects of California’s more complex racial and ethnic mosaic. Asians comprise nearly 8% of the City’s residents and Hispanics nearly 5%.

Nativity and Immigrant Status – Nearly one-fifth (19%) of the City’s population is made up of foreign-born persons. There are 1,494 of the City’s 3,844 foreign-born residents who are not yet citizens. Both the naturalized citizens and the non-citizens in Calabasas are a noteworthy population segment, oriented toward acculturation and/or naturalization—and a segment bound to increase in future years given the dynamics of suburban immigrant settlement patterns in Southern California.

English Language Proficiency – Two of every nine Calabasas residents speaks a language other than English. Of interest are those who are not fluent in English (gauged on the Census as persons reporting that they speak English less than “very well”). Proportionally fewer of the non-English speakers in Calabasas (30.2%) lack English language fluency relative to California.

Income and Poverty – Compared with California and the nation, Calabasas residents have an above-average level of per capita income (\$48,189) and a low family poverty rate (2.1%).

Occupational Characteristics and Types of Worker – The majority of workers in Calabasas are in white-collar occupations and fewer are in service and blue-collar occupations. Relative to California and the nation as a whole, comparatively more Calabasas workers are self-employed, although private wage and salary workers predominate. This finding correlates well with the high levels of educational attainment demonstrating that the citizens strive to succeed.

Housing Characteristics – Over four-fifths of all households in the City are homeowners. As in other suburban communities, Calabasas housing values are above the average for the state and nation.

The Las Virgenes Unified School District is the primary education provider for residents in the Calabasas area. The School District covers four cities and unincorporated portions of two counties. There are three Elementary schools, two Middle schools, and two High schools currently serving Calabasas residents. Each of the schools has earned a very high ranking on the Academic Performance Index (API). There are over 1,100 employees working for the Las Virgenes Unified School District. The District staff is made up of administration, certified teachers, and classified support employees.

Public School Academic Performance – The Las Virgenes Unified School District students define the primary student-user service area for the City’s Public Library (however, there will also be users from other schools both within and adjacent to the City). The School District’s public schools rank very well on California’s annual Academic Performance Index (API): 9.5 for elementary schools and 10 for both middle schools and high schools. The entire district ranks 9.7, which indicates excellent academic performance in its schools. This finding further demonstrates the community’s commitment to education.



COMMUNITY ANALYSIS

Local Government Structure

City Council

The City of Calabasas is governed by a five-member City Council. Members are elected at large on a nonpartisan basis and serve staggered four-year terms. As the policy making branch of City government, the City Council:

- Enacts ordinances, resolutions, and orders necessary for governing the affairs of the City
- Approves and amends the annual budget
- Authorizes contracts on behalf of the City
- Provides final approval for actions taken by Commissions and acts as the final appellate body on Commission rulings
- Appoints the City Manager, City Attorney, and all members of the various City Commissions and Committees

The Mayor is appointed by the Council from its members and serves a one-year term. The Mayor presides at City Council meetings and has the authority to execute legal instruments and documents. Administrative implementation authority rests with the City Manager. The current members of the City Council are: Lesley Devine (Mayor), James Bozajian (Mayor *Pro Tem*), Janice Lee (Council Member), Dennis Washburn (Council Member), and Michael Harrison (Council Member). The Mayor and City Council Members have been actively involved in the development of the library needs assessment for the City of Calabasas. They have participated in community meetings, reviewed and commented on written documents, and discussed in City Council meetings this needs assessment.

Citizen Involvement

Citizen participation in local government is extremely important to the community of Calabasas. The City Council is therefore advised by eight standing Commissions and one Board. Each Commission consists of five members who are appointed by the City Council to serve staggered terms. The Calabasas City Commissions include:

1. Communications and Technology Commission
2. Community Policing Commission
3. Education Commission
4. Environmental Commission
5. Library Commission
6. Parks & Recreation Commission
7. Planning Commission
8. Traffic & Transportation Commission



There is also one City Board, the Tree Board, which undertakes environmental protection in the City.

City Staff

The City of Calabasas has 43 full-time and three part-time staff that are responsible for implementing the policy direction established by the City Council and for conducting the City's daily operations. The City staff are organized into a number of departments including: Office of the City Manager, Office of the City Clerk & Personnel, Office of the City Attorney, Community Services Department, Engineering & Public Works Department, Finance Department, Media Operations Department, and the Community Development Department, which consists of the Planning Division, Building & Environmental Services Division, and the Transportation & Intergovernmental Relations Division.

Library services in the City of Calabasas are provided via a contract with Library Systems and Services LLC. (LSSI). The Assistant City Manager serves as the liaison to the Library Commission. Together, LSSI and the Assistant City Manager provide policy direction and administrative oversight for the library.

Library Commission

The Library Commission, which meets monthly, has the most direct and obvious impact on the Calabasas Public Library project. The Commission:

- Advises in all matters pertaining to the management, administration, operation, development, improvement, and maintenance of the Calabasas Municipal Library and the provision of library services
- Provides oversight of the library, its collections, and staff
- Reviews contracts for library services, acquisitions, and equipment
- Advises on matters relating to the current and future library service operations, including methods of financing
- Proposes an annual library budget for each fiscal year
- Submits an annual report on the condition of the library
- Communicates and provides liaison with similar entities from other jurisdictions

The current members of the Library Commission are: Susan Feller, Karyn Foley, Fred Gaines, Ellen Pangarliotas, and Barbara Volk.

Members of the Library Commission have also been very active in all phases of the library needs assessment. They have participated in surveys and focus groups. They have also reviewed documents and provided guidance to library staff and consultants throughout the needs assessment process.



SCHOOL DISTRICT STRUCTURE

School Agencies

Calabasas is served by the Las Virgenes Unified School District, which is headquartered at 4111 N. Las Virgenes Road, Calabasas, CA 91302. The School District was founded in 1963 and operates a public education system serving grades K-12. The School District, located west of the San Fernando Valley, stretches across approximately 89 square miles and includes the Cities of Agoura Hills, Calabasas, Hidden Hills, and Westlake Village. The School District also serves extensive unincorporated areas in Los Angeles County and a small-unincorporated area of Ventura County.

There are three Elementary schools, two Middle schools, and two High schools currently serving Calabasas residents. One of the Middle Schools is not yet open, but scheduled to in the 2003/2004 school year. The student body of Alice C. Stelle Middle School, the new school, will be made up of approximately 850 students that will be relocated from the existing A. E. Wright Middle School and from other local schools. The need for this school is consistent with growth patterns outlined in the demographic analysis for this application (*discussed later in the Demography section*). The new school is intended to better serve the growing Middle School student population.

The students attending these schools define the primary student-user population for the City's library service (and proposed Public Library project). However, also attracted to the City's library service (and proposed project) are students from several other schools within and adjacent to the City.

Every school in the Las Virgenes Unified School District has a school library. Each of the schools performs well on the Academic Performance Index (API). (*Additional information on the API scores can be found in the Demography section of this report.*)

The Elementary schools serving Calabasas in the Las Virgenes system are:

Bay Laurel Elementary School
24740 Paseo Primario
Calabasas, CA 91302
(818) 222-9022

Chaparral Elementary School
22855 W. Mulholland High Highway
Calabasas, CA 91302
(818) 591-2428

Lupin Hills Elementary School
26210 Adamor Road
Calabasas, CA 91302
(818) 880-4434



The Middle schools include:

A. E. Wright Middle School
4029 N. Las Virgenes Road
Calabasas, CA 91302
(818) 880-4614

Alice C. Stelle Middle School
22450 Mulholland Hwy
Calabasas, CA 91302

The High schools include:

Calabasas High School
22855 W. Mulholland Highway
Calabasas, CA 91302
(818) 222-7177

Indian Hills High School (Alternative School)
4345 N. Las Virgenes Road
Calabasas, CA 91302
(818) 880-4828

One local private school serves kindergarten through high school students and offers a nationally recognized college-preparatory program. It is:

Viewpoint
23620 Mulholland Highway
Calabasas, CA
(818) 340-2901

Other important local private schools located in the immediate vicinity of the City include the Calmont School, two parochial institutions, Mesivta School and Heschel School, Buttercup Preschool, and the City of Calabasas-run Creekside Preschool. Adjacent schools in other communities include Round Meadow Elementary and Louisville High School.

Board of Education

The Las Virgenes Unified School District Board of Education oversees and manages the School District's programs, activities, and operations. In order to provide a clear focus for the School District, the Board adopts a long-range vision for governance. This vision focuses on student learning and describes what the Board wants its schools to achieve. The vision is incorporated in various documents, including the district's mission or purpose statement, philosophy, long-term goals, short-term objectives and/or comprehensive plans.



The Board reviews the District vision statements at least every three years or whenever a new Board member or Superintendent joins the district. Following these reviews the Board revises or reaffirms the direction it has established for the District.

The current members of the Board of Education are: Terilyn Finders (Board President), Patricia Schulz (Board Vice President), Judy Jordan (Board Clerk), Cindy Iser (Board Member), and Gordon Whitehead (Board Member).

School District Staff

There are over 1,100 employees working for the Las Virgenes Unified School District. The District staff is made up of administration, certified teachers, and classified support employees.



COMMUNITY ORGANIZATIONS

Citizen Involvement in the Community

Calabasas residents are active in a number of local organizations as well as county, state, and national organizations. The most active and well-known local organizations are as follows:

- *40 Homeowner Associations* – The City’s residents are actively involved in their neighborhoods and these groups contribute to the community in many different ways.
- *Friends of the Library* (818-222-8888) – Nonprofit group that helps support the library through fundraisers and book donations. The Friends also hold a used book sale to benefit the library.
- *Calabasas Historical Society* (818-347-9356) – Nonprofit organization that helps preserve local landmarks and history.
- *Leonis Adobe Museum* (818-222-6511) – Community organization that operates and preserves the Leonis Adobe and Plummer House.
- *Arts Council of Calabasas* (818-878-4225 ext. 270) – Promotes the arts through community projects that link local schools, residents, and businesses.
- *Mountains Restoration Trust* (818-346-9675) – Committed to preserving, protecting and enhancing the natural resources of the Santa Monica Mountains in the County of Los Angeles, California. MRT accomplishes this by working in several areas: land acquisition, cooperative planning, restoration, and offering education, and recreation programs. Relies on volunteers and contributors.
- *Calabasas Chamber of Commerce* (818-222-5680) – Nonprofit, volunteer organization comprised primarily of local business people and community leaders who are interested in enhancing the Calabasas community.
- *Calabasas Boys Scouts and Girl Scouts* (818-880-8577) – Local boys and girls activity groups.
- *Calabasas ANZA Heritage Association* (818-882-4619) – Community volunteers who annually produce a drama depicting the early history of Calabasas.
- *Calabasas Orchestra* (818-594-4011) – Nonprofit organization that performs music of various types.
- *Calabasas Players* (818-343-2712) – Theatrical group sponsored by the City of Calabasas.



- *Calabasas Rotary* (818-888-0138) – Community service club that supports worthy causes in Calabasas and neighboring communities and assists people in need.
- *Cold Creek Docents* (818-346-9620) – Offer programs and plant-a-tree projects to help preserve the parklands.
- *Conejo/Las Virgenes Future Foundation* (818-880-1054) – Nonprofit organization that strives to help Conejo Valley residents by offering job skills and education training programs.
- *Kiwanis Club of Calabasas* (818-222-0707) – Community service club that supports worthy causes in Calabasas, neighboring communities and assists people in need.
- *Pacific Youth Lodge Services* (818-347-1577) – Foster family agency and boy's home.
- *YMCA/West Valley* (818-774-2840) – Family organization providing recreational opportunities, programs, camps, etc. for the entire family.

The foci of many of these organizations have special collection development implications that should be taken into account when selecting materials for the new Public Library. These include natural resource/environmental collections, history collections, art collections, entrepreneurial collections, etc.

In addition, the potential benefit of increased public meeting room space offered by the new Public Library project to these, and other organizations, is substantial. The City does not currently have many facilities that offer meeting space. There is a Community Center and a Tennis and Swim Center, but there are only limited meeting room opportunities in these Centers. The busy schedules of these spaces do not provide enough meeting room locations for the Community. The ability to utilize a community meeting room at the new Public Library will therefore benefit many residents (particularly groups such as the home-owner associations throughout the City and the Boy and Girl Scout Troops).



COMMUNITY DEMOGRAPHIC FINDINGS

Introduction

Community demographic characteristics are important determinants of public library patronage, patterns of use, and barriers to use. This section provides a detailed demographic and socioeconomic profile of the City, based on the most recent available Census data. To facilitate library planning, comparisons with the corresponding data for California and the nation were made. Taken together, the demographic data provides an important forecasting mechanism to program the service for the potential library patrons of the Calabasas Public Library.

It must be noted that the City's library service (and proposed Public Library project) also serve the Las Virgenes Unified School District, whose students comprise the primary student-user group for the City's public library. As well, the City's library service (and proposed project) attracts students from several non-School District facilities with City limits and from neighboring schools in adjacent communities. In addition, the Calabasas library service (and proposed project) serves a population that extends beyond the City boundaries and draws a sizable share of users from other neighboring communities. The number of library cardholders has grown explosively within the past 10 months: from 9,578 (May 2002) to 12,329 (March 2003), or a *35% annualized rate of growth*, which is strong evidence of a substantial unmet demand among the residents of Calabasas and surrounding communities.

Methodology

A RAND study⁶ identifies five key questions that pertain to a library needs assessment: (1) What are the community's socioeconomic characteristics, e.g. educational achievement, age distribution, family patterns, and employment characteristics? How do they vary across time and the library's service area? (2) What are the cultural characteristics of the community's residents? Cultural traditions toward reading, government, and libraries may affect residents' understanding of what libraries can offer. (3) How well do the community's residents speak English, and do they rely on English as their primary language? (4) Given answers to these questions, what barriers to library use—temporal, geographic, cultural, psychological, and educational—do community residents face? And (5) What do residents want from their Public Library? Do existing service delivery models need to change? Do individuals—minority or otherwise—even in communities that are fairly homogeneous racially and ethnically, want different information and services from libraries? Clearly, community demographic characteristics are important determinants of library usage, and the results of this study are used in the Community Analysis section.

Study Area

The City of Calabasas incorporated in 1991 and is located on the rapidly developing western edge of Los Angeles County. Prior to incorporation, the community was part of an

⁶ Judith Payne, *Public Libraries Face California's Ethnic and Racial Diversity*, Santa Monica, CA: RAND R-3656-SUL, 1988.



unincorporated Los Angeles County census subdivision (“Calabasas division”), which encompassed not only Calabasas, but the communities of Hidden Hills, Topanga, and Westlake Village as well. Three census tracts within the Calabasas division (#8001, #8002, and #8003.01) most closely approximate pre-1991 Calabasas.⁷

FINDINGS

Population Growth Since 1980

Situated directly in the path of outward urban development, Calabasas has experienced steady and rapid population growth. The combined population of the above-mentioned three census tracts in 1980 was approximately 13,500, and from 1980 to 1990 the population increased 31%. Since incorporation, Calabasas has grown from a city of 17,550 in 1991 to 20,033 in 2000,⁸ and the latest official estimate places the City’s population at 20,750 as of January 2002.⁹ Since 1991, the City’s population has increased 1.8% annually, nearly twice the corresponding Los Angeles County rate. Overall, the population of Calabasas has increased approximately 47% between 1980 and 2000,¹⁰ and population growth has continued thereafter.

Projected Future Population Growth

In the Calabasas area, ongoing new housing development portends further robust population growth. Such development was entitled prior to incorporation (and is not in keeping with the City’s current growth planning policies), but the City is including this growth factor in planning for the new Public Library. Therefore, population growth includes both the build-out of existing residential developments within the current city limits and also the likely outward expansion of those city limits through annexation (which the City is planning for the purposes of creating logical jurisdictional boundaries).

Within Calabasas, major residential developments under completion include the New Millennium community, which is adding 500+ new homes to the City’s housing stock; and the Via Mira Monte and Pazar developments, which together will add approximately 100 more homes. Furthermore, Calabasas in the near future will likely annex the adjacent communities like Mont Calabasas, where several hundred homes are now under development at Las Virgenes and Thousand Oaks Boulevard, and the 200 home Mountain View Estates community, already completed and located north of Mureau Road.

Both build-out and annexation factors contribute to the expected further population growth projected well into the future, at a rate higher than that for Los Angeles County as a whole, and for California. Families with children will likely predominate among the influx of newcomers,

⁷ At the time of its incorporation in 1991, the population of the City of Calabasas comprised approximately 53% of the combined 1990 population of these three census tracts.

⁸ Source: State of California, Department of Finance, *Revised Historical City, County and State Population Estimates, 1991-2000, with 1990 and 2000 Census Counts*. Sacramento, CA, March 2002.

⁹ Source: State of California, Department of Finance, *City/County Population and Housing Estimates, 2002*. Sacramento, CA, July 2002.

¹⁰Source: 1980 and 2000 Censuses of Population.



drawn by the top-ranking and highly regarded Las Virgenes Unified School District that serves the residents of Calabasas.

Demographer Peter A. Morrison prepared an independent demographic projection of the future population of Calabasas.¹¹ He projects that the population of the City of Calabasas *as presently defined and exclusive of future annexations* will increase to between 27,400 and 27,900 by the year 2020 under a plausible set of assumptions. He cautions that these figures must be regarded as overly conservative, since they do not reflect likely future annexations which, of course, will enlarge the city limits to include nearby populated areas such as Mont Calabasas and Mountain View Estates. Only informed judgment can anticipate the magnitude of additional growth through annexation, and Morrison's judgment is that the further increment of growth through annexation will surely add several thousand additional residents to the above projected 2020 population. As a realistic forecast, therefore, he foresees that the Calabasas city limits will encompass a population of approximately 31 to 33 thousand residents by the year 2020. That level represents a 55% to 65% anticipated growth in population between 2000 and 2020.

Profile of City's Resident Population

This section provides a detailed profile of the demographic and socioeconomic makeup of the City's current population. It is based on the most recent available Census data released thus far from Census 2000. To facilitate comparison, corresponding data are shown as well for California and the nation as a whole.

Population and Age Composition

Consistent with its suburban character, Calabasas is populated predominantly by families, most of whom have school-age children. As seen in Table 3, families account for 76.7% of all households, compared with fewer than 69% statewide and nationally. Moreover, a larger proportion of families in Calabasas (57.6%) have children under age 18 in the home relative to California or the nation. This is especially so among the small number of female-headed families (a distinct segment among library users).

¹¹Morrison is an applied demographer with the RAND Corporation and the founding director of its Population Research Center. He is a former chair person of the U.S. Census Bureau Advisory Committee on Population Statistics. The projection method Morrison used is a specific adaptation of the Shift-Share Ratio method, detailed in Stanley K. Smith et al. al, *State and Local Population Projections: Methodology and Analysis* (New York: Kluwer Academic/Plenum, 2001) p 176.



Table 3 HOUSEHOLD AND FAMILY COMPOSITION: 2000

Household or Family Type	City of Calabasas		California %	U.S. %
	No.	%		
All households	7,229	100.0%	100.0%	100.0%
Families	5,543	76.7%	68.9%	68.1%
Nonfamily households	1,686	23.3%	31.1%	31.9%
All families	5,543	100%	100%	100%
With children < 18	3,192	57.6%	52.0%	48.2%
Married couple families	4,650	100%	100%	100%
% with children < 18	2,569	55.2%	50.9%	45.6%
Female-headed families	651	100.0%	100%	100%
% with children < 18	465	71.4%	57.6%	58.6%
Source: U.S. Census Bureau, Census 2000, Summary File 1.				

The City's age profile (Table 4) shows proportionally more children in the 5-13 and 14-17 year age ranges than statewide or nationally. Young adults ages 18-24, and persons 60 and older, are proportionally fewer by comparison.

Table 4 AGE COMPOSITION: 2000

Age group	City of Calabasas		California %	U.S. %
	No.	%		
Total population	20,033	100.0%	100.0%	100.0%
Under 5	1,223	6.1%	7.3%	6.8%
5-13 yrs.	3,219	16.1%	14.2%	13.2%
14-17 yrs.	1,295	6.5%	5.8%	5.7%
18-24 yrs.	1,155	5.8%	9.9%	9.6%
Under age 21	6,255	31.2%	31.7%	30.0%
Age 60+	2,525	12.6%	14.0%	16.3%
Age 65+	1,716	8.6%	10.6%	12.4%
Age 75+	619	3.1%	5.0%	5.9%
Source: U.S. Census Bureau, Census 2000, Summary File 1.				



Racial and Ethnic Composition

Although a predominantly white and non-Hispanic city, Calabasas reflects certain aspects of California's more complex racial and ethnic mosaic (see Table 5). Asians comprise nearly 8% of the City's residents and Hispanics nearly 5%. Multiracial persons comprise nearly 3% of the population overall, which includes segments of Jewish, Russian, Arab, and Hindu ethnicities, and an even higher percentage among children; these percentages will rise further over time as the offspring of interracial couples mature.

Table 5 RACE AND ETHNICITY: 2000

Race and Ethnicity	City of Calabasas		California	U.S.
	No.	%	%	%
Total population	20,033	100.0%	100.0%	100.0%
One race	19,490	97.3%	95.3%	97.6%
White	17,412	86.9%	59.5%	75.1%
Black/African American	236	1.2%	6.7%	12.3%
Asian	1,544	7.7%	10.9%	3.6%
Some other race	298	1.5%	18.2%	6.6%
Two or more races	543	2.7%	4.7%	2.4%
Hispanic/Latino (of any race)	949	4.7%	32.4%	12.5%
Source: U. S. Census Bureau, Census 2000 Redistricting Data Summary File.				

Nativity and Immigrant Status

Table 6 highlights several noteworthy points about the foreign-born residents of Calabasas. First, nearly one-fifth (19.1%) of the City's population is foreign-born, about a sixth of which (3.3%) are *recently-arrived* immigrants. Of the City's 3,844 foreign-born residents, 1,494 are not yet citizens.

Together, both the naturalized citizens and the non-citizens in Calabasas define a distinctive segment of prospective library users: foreign-born persons oriented toward acculturation and/or naturalization. Although comparatively few as of 2000, their numbers are bound to increase, given the dynamics of suburban immigrant settlement in Southern California. Established family chains and well-defined "beaten paths" continue to focus and perpetuate further immigrant influx.¹²

¹² Ibid.



Table 6 NATIVITY AND REGENCY OF IMMIGRATION

Measure	City of Calabasas		California	U.S.
	No.	%	%	%
Total population	20,100	100.0%	100.0%	100.0%
Foreign-born persons	3,844	19.1%	26.2%	11.1%
Entered U.S. within last 10 years	672	3.3%	9.7%	4.7%
Naturalized citizens	2,350	11.7%	10.3%	4.5%
Noncitizens	1,494	7.4%	15.9%	6.6%
Source: U.S. Census Bureau, Census 2000, Table DP-2.				

Educational Attainment

Table 7 shows comparative levels of educational attainment among Calabasas adults as of 2000. Compared with California and the nation, Calabasas has proportionally more well-educated adults, specifically persons with at least a Bachelor's degree. Well over half the adult population has a B.A. or higher degree, compared with one-fourth of adults in California and the nation. The community is especially well endowed with graduate or professional degree holders: one of every four in Calabasas, compared with under one in 10 state and nationwide.

Table 7 EDUCATIONAL ATTAINMENT OF PERSONS 25 AND OLDER

Educational attainment level	City of Calabasas		California	U.S.
	No.	%	%	%
All persons 25 +	13,262	100.0%	100.0%	100.0%
Without high school diploma	372	2.8%	23.2%	17.6%
High school graduate	1,495	11.3%	20.1%	28.6%
Some college, no degree	2,720	20.5%	22.9%	21.0%
Associate degree	996	7.5%	7.1%	6.3%
Bachelor's degree	4,447	33.5%	17.1%	15.5%
Graduate or professional degree	3,233	24.4%	9.5%	8.9%
% high school graduates or higher	--	97.2%	76.8%	80.4%
% with B.A. or higher	--	57.9%	26.6%	24.4%
Source: U.S. Census Bureau, Census 2000, Table DP-2.				

**English Language Proficiency**

Two of every nine Calabasas residents speak a language other than English (Table 8). Of particular interest here are those who are not fluent in English (gauged on the Census as persons reporting that they speak English less than “very well”). Proportionally fewer (30.2%) of the non-English speakers in Calabasas than in California lack English language fluency. For Calabasas, persons who speak non-Spanish Indo-European languages and Asian and Pacific Islander languages predominate among those who lack fluency in English. There are other groups who speak Hebrew, Russian, Hindi, and Farsi. This pattern contrasts sharply with the statewide predominance of Spanish speakers.

It was not possible to locate literacy rates specifically for Calabasas residents. However, one can infer that the percentage of non-literate adults is very low because the percentage of individuals who are high school graduates or higher is 97.2 % and the poverty rate for all persons (Table 9) is only 3.3 %.

Table 8 LANGUAGE SPOKEN AT HOME

Language group	City of Calabasas		California	U.S.
	No.	%	%	%
Persons 5 years and older	18,900	--	--	--
THOSE WHO SPEAK A LANGUAGE OTHER THAN ENGLISH	4,266	100.0%	100.0%	100.0%
Persons who do not speak English “very well”	1,288	30.2%	50.6%	45.3%
Spanish speakers	206	4.8%	34.7%	29.1%
Other Indo-European language speakers	559	13.1%	3.7%	7.3%
Asian & Pac. Islander language speakers	438	10.3%	11.6%	7.8%
Source: U.S. Census Bureau, Census 2000, Table DP-2.				

Income and Poverty

Table 9 presents Census 2000 indicators of economic well being. Compared with California and the nation, Calabasas residents have above-average levels of median and per capita income. The average Calabasas family incomes are similar to other suburban populations. Poverty rates are low: only 2.1% among all Calabasas families and 3.3% among all persons.



Table 9 INCOME AND POVERTY INDICATORS

Measure	City of Calabasas	California	U.S.
Median household income	\$93,860	\$47,493	\$41,994
Median family income	\$107,330	\$53,025	\$50,046
Per capita income	\$48,189	\$22,711	\$21,587
Percent below poverty level among:			
All families	2.1%	10.6%	9.2%
All persons	3.3%	14.2%	12.4%
18 and older	3.2%	12.3%	10.9%
65 and older	1.7%	8.1%	9.9%
Related children under 18	3.4%	19.0%	16.1%
Source: U.S. Census Bureau, Census 2000, Table DP-3.			

Occupational Characteristics and Types of Workers

Data for occupational groups shows proportionally more Calabasas workers in management and professional related occupations than levels for the state and nation (Table 10). Also, comparatively more Calabasas workers are self-employed, although private wage and salary workers predominate (see Table 11). This finding correlates with the community's high levels of education, typifying a suburban community that strives to succeed. According to the Los Angeles Economic Development Corporation, the Calabasas unemployment rate is 3.5 %.

Table 10 OCCUPATION

Occupation	City of Calabasas		California %	U.S. %
	No.	%		
Employed civilian persons age 16 +	10,252	100.0%	100.0%	100.0%
Management, professional and related	6,229	60.8%	36.0%	33.6%
SERVICE	752	7.3%	14.8%	14.9%
Sales and office	2,698	26.3%	26.8%	26.7%
Construction, extraction, and maintenance	304	3.0%	8.4%	9.4%
Production, transportation, and material moving	269	2.6%	12.7%	14.6%
Farming, fishing and forestry	0	0.0%	1.3%	0.7%
Source: U.S. Census Bureau, Census 2000, Table DP-3.				



Table 11 CLASS OF WORKER

Class of Worker	Calabasas Division		California %	U.S. %
	No.	%		
Employed persons age 16 +	10,252	100.0%	100.0%	100.0%
Private wage & salary workers	7,612	74.2%	76.5%	78.5%
Government workers	1,023	10.0%	14.5%	14.6%
Self-employed workers	1,584	15.5%	8.4%	6.6%
Unpaid family workers	33	0.3%	0.4%	0.3%
Source: U.S. Census Bureau, Census 2000, Table DP-3.				

Housing Characteristics

Homeowners predominate in Calabasas, accounting for over four-fifths of all households (Table 12). Housing values are above the state and national averages (typical of many suburban communities).

Table 12 HOUSING CHARACTERISTICS

Housing Characteristics	City of Calabasas		California %	U.S. %
	No.	%		
Occupied housing	7,229	100.0%	100.0%	100.0%
Owners	5,830	80.6%	56.9%	61.1%
Renters	1,399	19.4%	43.1%	38.9%
Average household size	--	2.76	2.87	2.76
Average family size	--	3.14	3.43	3.14
Homeowner vacancy rate	--	0.6%	1.4%	1.7%
Rental vacancy rate	--	4.0%	3.7%	6.8%
Median gross rent	--	\$1,233	\$747	\$602
Median value	--	\$497,900	\$211,500	\$119,600
Source: U.S. Census Bureau, Census 2000, Tables DP-1, DP-4.				



Calabasas Public Library: Its Expanding Sphere of Influence

The City's sphere of influence extends beyond its boundaries and, by all indications, is expanding rapidly. Tables 13 and 14 document these points.

Table 13 CALABASAS LIBRARY PATRONS BY COMMUNITY OF RESIDENCE:
MAY 2002

Community of residence	All cardholders		Adult cardholders		Youth cardholders	
	No.	%	No.	%	No.	%
City of Calabasas	6,626	69.2%	4,268	64.5%	2,358	79.7%
Hidden Hills	223	2.3%	129	1.9%	94	3.2%
Mountain View Estates	171	1.8%	80	1.2%	91	3.1%
Agoura Hills, Woodland Hills	2,538	26.5%	2,122	32.1%	416	14.0%
West Hills, Malibu, Other	20	0.2%	20	0.3%	0	0.0%
Library staff						
Total, all library cardholders	9,578	100%	6,619	100%	2,959	100%
Note: "Adult" and "youth" distinguish cardholders aged 17 and older and those under age 17.						
Source: Computed from Calabasas current library cardholder file.						

Table 13 shows the number of Calabasas library patrons (cardholders) by community of residence as of May 2002 (the most recent date for which these data are tabulated). Note that the Calabasas library service attracts a user population that extends beyond the City limits and draws a sizable share of users—both adult and student users—from other neighboring communities.

Table 14 shows the latest data on overall *growth* of patrons. The number of cardholders has grown explosively within the past 10 months: from 9,578 (May 2002) to 12,329 (March 2003). This 29% increase in just 10 months represents a *35% annualized rate of growth*. This can possibly be attributed to the fourth location for the library service being near the City's downtown area again. In short, library users are materializing at a rate that implies substantial unmet demand among the residents—adults and students alike—of Calabasas and surrounding communities.



Table 14 GROWTH IN CALABASAS LIBRARY PATRONAGE:
MAY 2002 TO MARCH 2003

Cardholder Type	No. of Patrons		% Increase (10 months)
	May 2002	March 2003	
All library cardholders	9,578	12,329	+ 29%
Adult cardholders	6,619	8,645	+ 31%
Youth cardholders	2,959	3,684	+ 25%

Public School Academic Performance

The Las Virgenes Unified School District, as part of California's annual Academic Performance Index (API) reporting, receives a statewide rank (along with its base score) for each of its public schools. Both of these measures, the rank and the score, are useful for gauging the academic performance of individual schools and an entire school district.¹³ The API is a numeric index that ranges from a low of 200 to a high of 1000. A school's score or placement on the API is an indicator of the school's performance level. The statewide rank is a number from 1 (lowest) to 10 (highest), indicating in which decile the school performed. Ten percent of all elementary, middle, and high schools fall in each decile.

As seen in Table 15, the Las Virgenes Unified School District has a high average statewide rank: 9.5 for its elementary schools and 10 for both its middle schools and its high schools. The entire district ranks 9.7, which indicates that the schools average academic performance is very strong. This demographic finding corresponds with the high levels of educational attainment in the City. The citizens of Calabasas deeply value education and they pass this passion on to their children. The community also urges its School District to excel so that it can provide for the academic needs of the students. The community-wide commitment to education is prevalent throughout the School District and is evidenced by the sound API scores.

¹³ See California Department of Education, Policy and Evaluation Division, *Explanatory Notes for the 2002 Academic Performance Index Base Report*, n.d. [presumably 2003]. Accessed at www.cde.ca.gov/psaa/api.

Table 15 ACADEMIC PERFORMANCE MEASURES FOR
THE LAS VIRGENES UNIFIED SCHOOL DISTRICT: 2002

School	API (Base)	Statewide Rank
<i>Elementary Schools</i>		<i>9.5</i>
Bay Laurel	857	10
Chaparral	830	9
Lupin Hill	827	9
Round Meadow	874	10
Sumac	797	8
White Oak	881	10
Willow	873	10
Yerba Buena	864	10
<i>Middle Schools</i>		<i>10.0</i>
Lindero Canyon	832	10
Wright (Arthur E.)	828	10
<i>High Schools*</i>		<i>10.0</i>
Agoura	793	10
Calabasas	809	10
<i>ENTIRE SCHOOL DISTRICT</i>		<i>9.7</i>
Source: California Department of Education, Policy and Evaluation Division, 2002 Academic Performance Index (API) Base. Accessed 3/21/03 at www.cde.ca.gov/psaa/api .		

**Note: Indian Hills High School is an alternative school and is not ranked using the same system.*



COMMUNITY CHARACTERISTICS – EXECUTIVE SUMMARY

The City of Calabasas is a unique jurisdiction and its citizens are committed to maximizing the quality of life in their community and the surrounding region. The basis for this commitment can be found in the City's origins. Calabasas is located both within the Santa Monica Mountains National Recreation Area and adjacent to the City of Los Angeles. The rural character of the area faced intense development pressures from the urban sprawl emanating out of Los Angeles. Consequently, the residents chose to incorporate and assume direct responsibility of governing the special area.

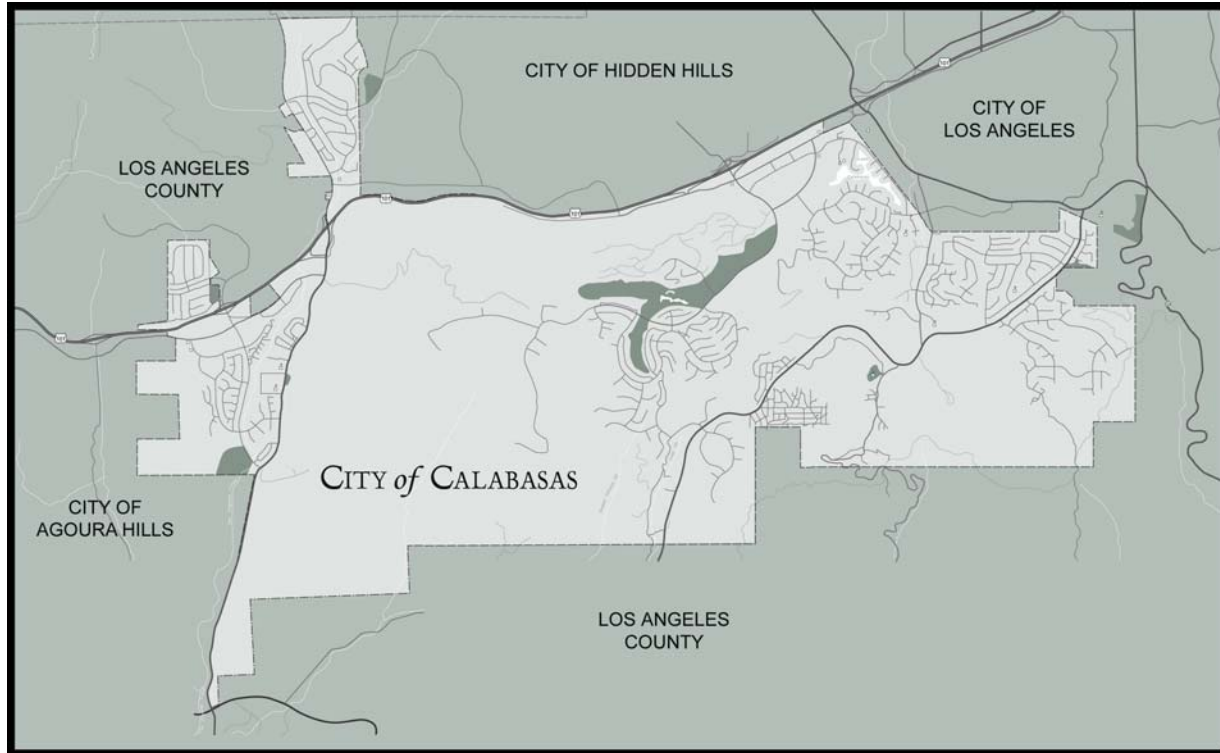
In addition to protecting the City's natural environment, citizens have also continually sought innovative methods to enhance community life. To accomplish this task, the City adopted a pioneering General Plan. The General Plan is a comprehensive tool that provides the community with a specific guide to the future as envisioned by residents. At a macro level, utilization of the General Plan ensures that the City seeks excellence in all facets of municipal service provision. The success of the community's efforts is evidenced in the numerous open space areas found throughout the City, the planned developments (commercial and residential), and a host of awarding winning City projects. The City's new Civic Center project is another of these projects and is further testament to the continued realization of the citizen's dreams as imagined in the General Plan. The proposed Public Library is programmed to be an essential part of Civic Center.

At a micro level, the City's General Plan specifically calls for expanding, increasing, and improving library service (Section II B, p VII-5). Deemed an integral element of community "quality of life" and an indispensable "public service," the implementation and operation of library services is crucial to the City's well being. To this end, Calabasas has been carefully planning library service since its inception and the General Plan includes explicit language about joint programming with the local School District in order to creatively maximize community resources.

Fortunately, the Las Virgenes Unified School District, which serves Calabasas (as well as three other cities and unincorporated areas of two counties), shares in the community's commitment to excellence. The School District recognizes the importance of educating today's youth in order to provide for society's future quality of life. The School District's success is showcased by 5 of the 7 schools in Calabasas having been nationally recognized for excellence.

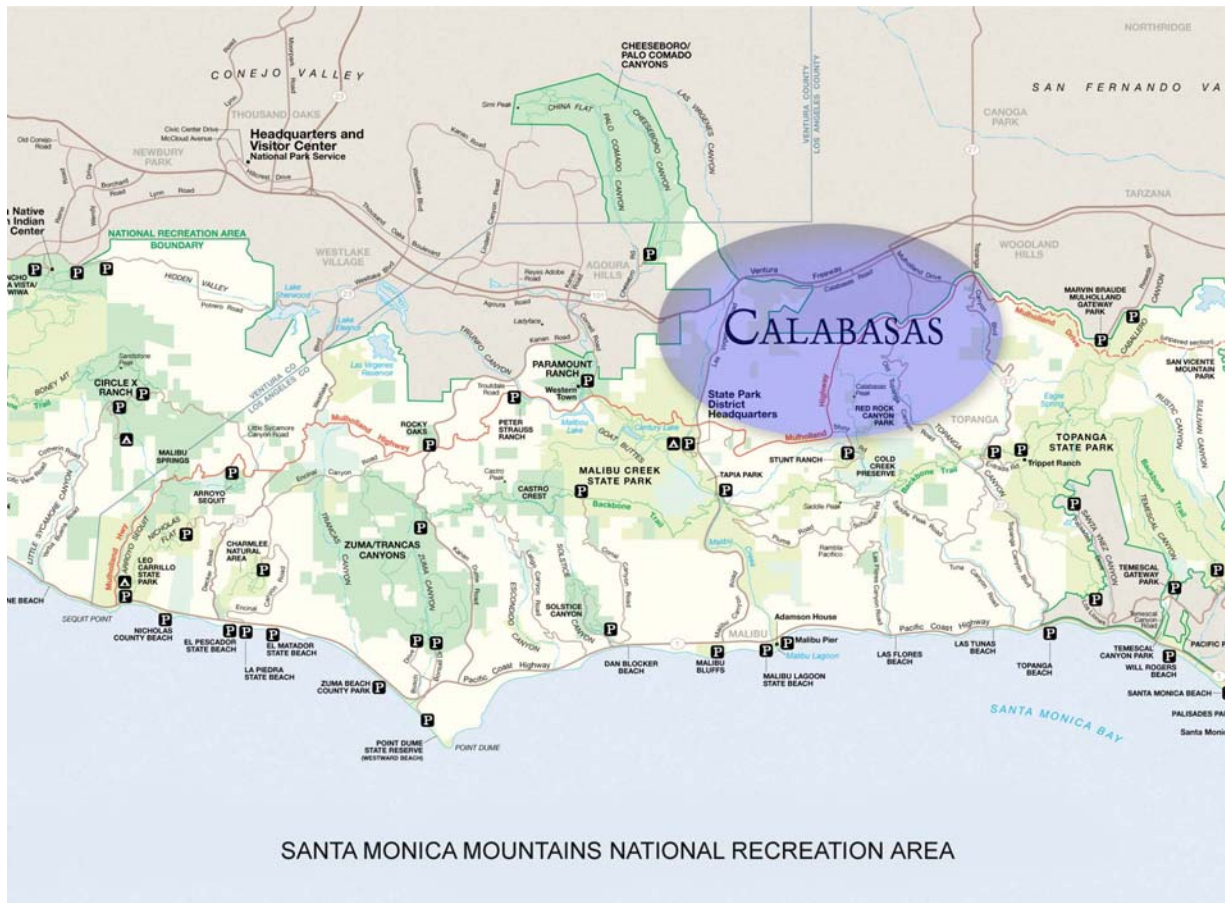


The City of Hidden Hills to the north, the City of Los Angeles to the east, and the City of Agoura Hills to the west, bound Calabasas. Unincorporated areas of Los Angeles County are adjacent to Calabasas along much of its borders, but particularly along the southern borders.



Map 2 – City of Calabasas Jurisdictional Boundary

The City is also part of the Santa Monica Mountains National Recreational Area, which is characterized by a series of mountain ranges that rise above Los Angeles, widen to meet the curve of Santa Monica Bay, and reach their highest peaks facing the ocean, forming a beautiful and multi-faceted landscape. The Recreation Area is a cooperative effort that joins federal, state, and local agencies with private preserves and landowners to protect the natural and cultural resources of this special mountain range and seashore habitat. Located in a Mediterranean ecosystem (the world's rarest biome), the park contains a wide variety of plants and wildlife. The mountains also have an interesting and diverse cultural history, which begins with the Chumash and Gabrielino/Tongva peoples and continues to the present. Comprising 150,000 acres, the Santa Monica Mountains National Recreation Area is the world's largest urban national park. Along with the traditional purposes for creating a national park, the Santa Monica's were designated to conserve the airshed of the Los Angeles Basin.



Map 3 – Calabasas within the Santa Monica Mountains National Recreation Area

Influence of Geography

The geographic location of the City of Calabasas has been instrumental in shaping the attitudes and values of the community. The City's proximity to the City of Los Angeles and its location within the National Recreation Area place it in between two powerful, competing land use trends. The City of Los Angeles is defined by an unplanned or partially planned growth pattern that has been short-handed to the less than complimentary word "sprawl." Within the greater Los Angeles Basin, this largely unfettered type of urban development characterized the 1980's. The unincorporated area that was to become Calabasas lay directly in the path of this expanding development. The area was also located in a nationally protected and unique ecosystem of the Santa Monica Mountains. Most of the residents moved to the Calabasas area to escape the frenzied urbanization of L.A. to find refuge in the tranquil, rural hills of the quaint community. Realizing that the spread of commercial freeway development and strip malls was threatening to overwhelm their suburban oasis, the citizens mounted an incorporation drive. Succeeding on April 5, 1991, the citizens of Calabasas became the last community (to date) in Los Angeles County to incorporate, taking on the responsibility of governing their community.



CITY COMMITMENTS

Commitment to City-building

The City of Calabasas is a General Law City and adopted a “Foundation Plan” in November 1991 to serve as an interim tool to guide development activities prior to the preparation and adoption of the Calabasas General Plan. The Foundation Plan was completed with the assistance of Cal Poly Pomona. In 1994, when the City started the process of preparing its first complete General Plan, the Foundation Plan was used as a “jumping off point”.

According to state guidelines, the role of a General Plan is to establish a document that will “...act as a ‘constitution’ for development ... it expresses community development goals and embodies public policy relative to the future.” Therefore, the 1995 Calabasas General Plan encompasses a comprehensive strategy for the management of the Community’s future. The General Plan is a statement by local citizens about what type of community they desire. The Plan addresses immediate, mid-, and long-term issues concerning environmental sensitivity and preservation needs, public services, the economic vitality of the community, and environmental constraints. Land use and policy determinations can thus be made within a framework that incorporates public health, safety, and “quality of life” in a manner that balances environmental protection, economic vitality, and social activities in order to create and maintain a healthful, functional, and desirable place in which to live.

Commitment to Quality of Life

The City’s General Plan has an important influence on the Public Library project at both a macro and micro level. At the macro level, the City’s General Plan is representative of the attitudes and initiatives of the citizens who reside in the community. Calabasas citizens strive for success in all aspects of their lives. As such, the General Plan is just one (in a long list) of awarding winning, cutting edge projects that the City has endeavored to produce in its short history. The City is a literal translation of the General Plan with protected open space expanses, master planned neighborhoods, and excellent public services. The City attempts to succeed to the greatest extent possible whenever and wherever it can, recognizing that a City of its size requires judicious management of competing interests. The Civic Center project, and the Public Library component, is one more example of the citizen’s efforts to make their community a special place to live.

Specific Commitment to Library Service Provision

At the micro level, the Calabasas General Plan is important because there are three specific sections that have direct relevance for library planning. The first is found in the Community Development section of the General Plan. The City has formally adopted policy that it should attempt to furnish the highest “quality of life” possible to its citizens. The General Plan states:

“Calabasas shares with other communities a growing awareness that a truly comprehensive management program for the future must include consideration of human and social needs. In addition to dealing with physical issues, the



General Plan needs to address the broad concepts of human aspiration and human problems, and the effective use of resources in meeting them. Calabasas' strength is its people. Allowing citizens the freedom from worry about basic needs empowers them with the ability to be involved with improving the community and the quality of life residents. Therefore, the City must maintain a level of "quality of life" satisfaction commensurate with or in excess of the 1992 Calabasas Community Attitudes Survey level and enhance social interaction and improve delivery of services for the physical, mental, and emotional well being of the community".¹⁴

The second important aspect of the General Plan for library planning is found in the Community Development and Implementation Programs sections. Library service has always been considered an integral element of community "quality of life" and an indispensable "public service." The implementation and operation of library services has therefore been deemed crucial to the City's well being and something the City has been carefully planning since its inception. As the General Plan summarizes:

"The promotion and expansion of library facilities and services is required to meet the needs of Calabasas residents. As well, the promotion and acquisition of library materials that reflect the needs and interests of residents is essential. The City will conduct an evaluation of expanding library facilities, including analysis of funding sources and the feasibility of creating a joint use facility with the Las Virgenes Unified School District"¹⁵.

To further ensure that the City sought creative and collaborative means of maximizing the community's resources for the provision of library services, the General Plan included explicit language about joint programming. In particular, the Las Virgenes Unified School District is specifically identified for partnership programming:

"To ensure adequate availability of library, park, and recreation programs and activities, the City will coordinate with the Las Virgenes Unified School District whenever possible and pursue joint use agreements".¹⁶

¹⁴ Calabasas General Plan. Section I, p I-5 – p I-7.

¹⁵ Calabasas General Plan. Section VII, p VII-5 – VII p 6.

¹⁶ Calabasas General Plan. Section VIII, p VIII-13.



SCHOOL DISTRICT COMMITMENTS

Service Area

The Las Virgenes Unified School District encompasses approximately 89 square miles and serves 4 cities and unincorporated areas of two counties.

School District Commitment to Excellence

The Las Virgenes Unified School District shares in the City's pursuit of providing the best possible "quality of life" to residents of the community. The School District has a slightly different task though, as it must provide for the future through a commitment to "quality of life" by shaping the educational experience of its students. The resolve for excellence is evidenced in the School District's Mission Statement:

"To ensure that all programs are dedicated toward enhancing student achievement, and that each school is a humanistic organization, valuing students emotionally and academically, providing the highest quality education possible in a personalized environment. We aspire to enable each student to realize maximum potential as a responsible citizen who will enhance the community and society".

Further testament to the School District's shared vision with the City for service provision to the area is found in the School District's 2001-2005 Goals.

- To improve the achievement of all students through strong instructional leadership that aligns curriculum, instruction, and assessment to the California Content Standards.
- To implement programs and activities that assist all students in becoming respectful, responsible, contributing members of the community.
- To expand the use of technology so that students will use it to enhance their knowledge and influence beyond the classroom.
- To enhance the use of sound principles and practices in Human Resources that support student achievement.
- To provide for a fiscally sound budget that is goal-driven, maximizes creative funding sources, balances program needs with human resources needs, and includes a legally acceptable reserve for economic uncertainty, at or above 4%.

Thus, there is an important shared foundation upon which both the City of Calabasas and the Las Virgenes Unified School District have been established. Through their common vision, the City and School District have innovatively sought to serve the citizens of Calabasas.



ANALYSIS OF LIBRARY SERVICE NEEDS – EXECUTIVE SUMMARY

The City of Calabasas Public Library project has been carefully planned and arises from the series of needs assessments conducted by the City. There are two main community factors that came to the forefront during project planning. These were the community's desire for education and their commitment to excellence. To succeed, the Public Library project must accommodate both characteristics of the citizenry.

To meet the educational levels in the community, the Public Library programming should focus its services on the four roles identified as being most relevant to the community. Those roles for the Public Library are a:

Popular Materials Center
Reference Service
Preschoolers' Door to Learning
Children's Programming

To support these roles, the library staff should build collections that will enable the delivery of quality services in these areas. The collections should be available in a variety of formats including print, audiovisual and electronic. Library users and non-library users indicated that the collections should be expanded in breadth and in depth, and that additional electronic resources are a high priority for them.

The materials and resources offered as part of the implementation of the Popular Materials Center and Reference Service roles will serve Calabasas residents of all ages. As such, community residents indicated that the library should offer more programs for children, teens and adults. To be included in these services are the Preschoolers' Door to Learning and Children's Programming elements.

The library staff should review its policies, specifically those related to circulation service, reference service, and programming, to make certain programming supports the library's focus on these roles. Library staff should also collect data, including surveying library users, so staff and administration can evaluate the library's services. This information can be used to improve and create services of interest to library customers.

To specifically support the community's educational activities, the Public Library project should offer a homework center. The homework center will provide much needed after-school study space. Textbooks, online services, and tutoring will be needed to operate this joint venture with the School District. This type of joint program maximizes the resources of both the City and the School District. To provide access to the center, the City's Trolley service should be used.

The information from the needs assessments, including the various telephone surveys, community surveys, and focus groups was used to create service recommendations. Lastly, they indicated community meeting space needs and the desire for an aesthetically pleasing design for the Public Library facilities.



ANALYSIS OF LIBRARY SERVICE NEEDS

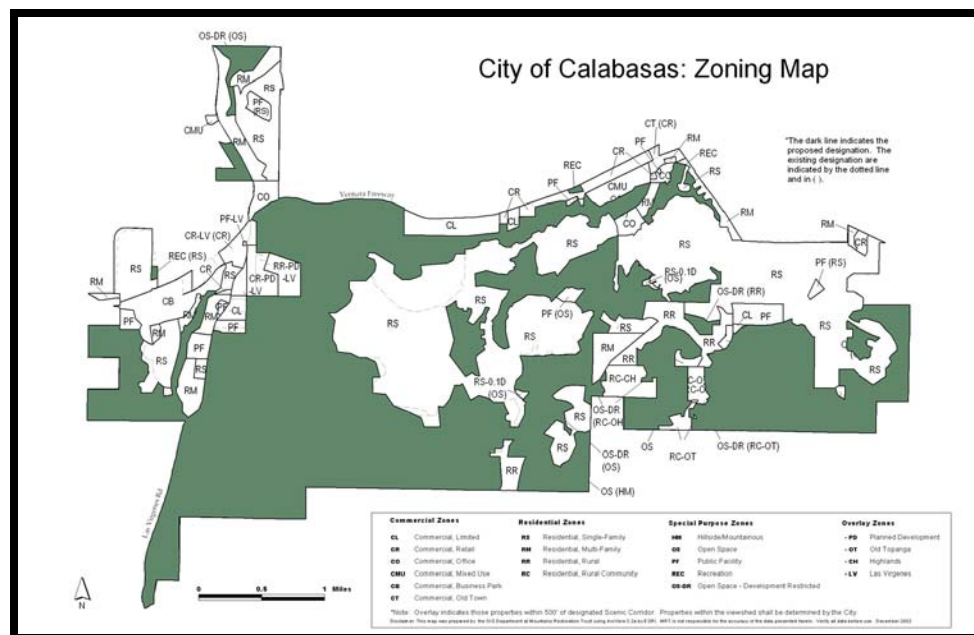
Introduction

Goal for Library Service

According to the Oxford Dictionary, a library is “a collection of books, periodicals, recordings, electronic reference materials, etc. for use by the public or by members of a group.” It is the latter half of the definition that is indispensable to the task of municipal service provision. The simple act of putting books in a building does not make it useful to the public. Recognizing this potential pitfall, the City of Calabasas has therefore endeavored to establish a library that *will* serve its public. The three needs assessments the City prepared were conducted to precisely define the library services and programming necessary for the community.

Community Factors Considered

Each of the needs assessments produced to analyze library services for the City recognized that Calabasas is a special community. The City has a unique history and incorporated in an era when careful planning and the pursuit of sustainable development have strongly influenced the process of city-building. A sustainable development perspective seeks to balance all aspects of human behavior, including environmental factors, economic factors, and social factors. This outlook has led Calabasas’ citizens to recognize the importance of all facets of life in the City. As a result, the people have sought to improve the community’s quality of life however, whenever, and wherever they can. The City’s successful environmental record, beautiful neighborhoods, and excellent municipal services reflect the residents’ efforts. Calabasas has now turned its municipal provision focus towards the library service delivery it supplies to the community.



Map 4 – Open space areas throughout Calabasas.



As such, the City hopes to provide the best library service possible to its citizens and has therefore examined many library alternatives. The options have included various sizes of collections, programs, and facilities. The City has revised its library service many times to try and provide for the types of programs citizens have called for during the series of needs assessments that have been conducted. Fiscal capacity has played a significant role in the resulting levels of library service, but the factors influencing citizen responses have been constant.

Two categories of community characteristics stand out and must be considered for library programming in the City's new Public Library project. One category is the City's suburban demographics and the other category is the community's commitment to excellence. The two types of factors are directly interrelated.

First, according to the 2003 Library Study demographic report, Calabasas is a conventional Southern California suburb. The study revealed community statistics typifying a suburb on the outskirts of L.A. consisting of people escaping big city life (and people who are empowered to do so). Examples include above state and federal averages for income and housing, having more professional and managerial job types than the average state and federal rates, and a population being somewhat less ethnically diverse than state and national populations. However, more important for library programming are the other typical suburban demographics. Calabasas has a significantly higher youth population and there are proportionately more households with children than at the state and federal levels, which reflects residents' desire to raise families in this peaceful community. Consequently, the City has significantly high rates of population growth projected through the year 2020 (the growth accounts for potential annexations in the City's land use planning area).

The reason the demographics statistics are related to the second main factor for library service programming, the City's pursuit of excellence, is because the population is driven. In their career lives, as well as their personal lives, Calabasas residents want to succeed and are highly motivated. The job type (as mentioned above) and educational demographic findings support this observation. There are significantly higher levels of educational attainment in the community. There are more people with at least a Bachelor degree, but also graduate and professional level degrees in Calabasas than at the state and federal levels. *This community attribute has the most important bearing on library programming.* The citizens of Calabasas value education and they pass this trait on to their children. The community's schools have very high API scores and approximately 97% of the students seek post secondary educations (either at junior colleges, trade schools, or four-year colleges and universities).

Although the community does not have a true Public Library facility, the municipal library service usage also reflects the educational aspirations of the community. The City currently has more active users than households. Each time the City's library service has expanded library membership has also dramatically increased. Residents enjoy, appreciate, and love the library and recognize its importance as an essential element of community life, one that they share with their children. They relish all aspects of the library service and there are high levels of book withdrawals, meeting room reservations, and computer terminal bookings at the City's current library service. Additionally, although the community's schools have worthy library



facilities and services, they suffer from a shortage of hours after school. The students use their libraries and the City library service for their research and studies. Due to the lack of hours at the school facilities and the limited space at the City library service, the students often rely on local bookstores and coffee shops for study space.

So, planning to provide for this fundamental community service is no different from any other prospect that Calabasas has undertaken. The City's General Plan governs community pursuits and the principles indoctrinated into the document call for excellence in these endeavors. This pursuit of excellence is characteristic of a population who has striven for success in their personal lives. Thus, the City's project will have to be fiscally viable while at the same time furnishing a level of service that will accommodate the community's strong educational ambitions. If the City's library mission statement is to be accomplished, the Public Library project must therefore be constructed and programmed consistent with the citizen input gathered throughout the extensive planning process. The overwhelming community support speaks volumes about the crucial need for this project. *(Please see Appendix 3 – Community Support Letters.)*



SPECIFIC LIBRARY SERVICE REQUIREMENTS

Access

The community made a clear statement about the availability of library services they would like to see at the new Public Library. Obviously citizens want their library to be open as many days and hours as possible, however they also recognized that the service should be operated effectively. Therefore, while early morning hours are a convenient amenity, many people stated they would rather have the Public Library open when the majority of the community could utilize the service. Community input indicated that weekend and evening hours were more useful because these times are more conducive with citizen work and school schedules.

The City currently provides 52 hours of service over 6 days of the week according to the following schedule:

Monday	Closed
Tuesday	10:00 am - 9:00 pm
Wednesday	10:00 am - 9:00 pm
Thursday	10:00 am - 9:00 pm
Friday	10:00 am - 5:00 pm
Saturday	10:00 am - 5:00 pm
Sunday	12:00 pm - 5:00 pm

Adding service hours to a library has budget impacts that reflect increased staff size. The impacts of adding hours are especially significant when those hours occur on days when service is not currently provided. However, a closed library does not maximize a community's investment in its facility and the collection. Therefore, consideration should be given to expanding the number of service hours to 63 hours weekly. The additional hours should be allocated between weekend evening hours and offering Monday service in the City's new facility.

Collection

Both library users and non-library users agreed that additional collection resources would benefit the City's library service tremendously. Community residents indicated that the Public Library should provide more up-to-date materials (along with more copies of the materials) and titles covering a wider range of subjects. Enhancing the collection in these ways would serve the education and recreational reading practices of the residents.

The community needs assessment process outlined 12 different service roles that public libraries can fulfill. Recognizing that budgetary constraints prevent libraries from succeeding in all of the 12 ways at once, the fiscally responsible focus groups chose the most important four for the community to emphasize (their choice does not preclude the pursuit of excellence in the other service roles, and the City's library service will seek ways to implement these roles over time, but initial library service will center on the four roles the community chose). The



four primary service roles identified for the City's Public Library project were: Popular Materials, Reference Service, Children's Programs, and Preschoolers' Door to Learning.

These service roles are indicative of the community's overall devotion to learning. The population seeks information at all ages and desires a Public Library that can support these activities. The preference for Reference Services, Children's Programs, and Preschoolers' Door to Learning roles will ensure that the community's youth are indoctrinated into a culture of scholarship and develop a propensity for erudition. To maximize the Public Library's offerings, careful coordination with the Las Virgenes Unified School District will be required. There are two reasons for this coordination effort. First, the harmonized programming and collection development will make the best use of limited community resources. Second, successful communications between the City and School District's services will provide reciprocal programming that supports targeted educational initiatives.

Popular Materials Center

The commitment to education in the community manifested in a life-long love of reading resulted in the Popular Materials Center being chosen as the number one service role for the City's new Public Library project. To support this role the Public Library will have to provide sufficient copies of materials to ensure that customer requests are met. This is not always possible in the City's current facilities because of the lack of shelf and storage space. By having a range of formats for the popular materials, the Calabasas Public Library will be able to accommodate a variety of patron interests. The collection should contain audiovisual materials such as compact discs, videos, DVDs and perhaps software for PCs in addition to printed materials.

A Popular Materials Center is more than just titles on the bestseller list in the newspaper. As well as an assortment of formats, its materials must span a broad range of subjects. The Popular Materials Center should also be able to provide for the interests of residents of all ages. Therefore, materials need to be selected that meet the needs of children, teens, adults, seniors, and the various special interest groups found throughout the community. Their selection of materials must also account for the different languages spoken by library users. Calabasas residents' primary language is English, but access to popular materials in Spanish, Chinese, Farsi, Hebrew, and Korean would be useful. Library staff should strive to order materials before publication so that library users can find the items in the Public Library as quickly as they can find them in the local bookstore. Options include online providers such as Amazon.com.

Reference Service

The community's educational pursuits, particularly those of the student population, require a successful Reference Service. Such a service will offer print, non-print, and electronic reference resources on a wide variety of topics. These resources need to be current as well as retrospective. Although some of the resources might only be available within the Public Library, many of them will be available to library users who wish to access them from their homes, workplaces, or schools. Equally important, these electronic resources will be available



at all hours of the day, so that the answer to questions or information sought is only a click away.

A major portion of the reference collection will consist of licensed databases made available to local users as part of a service provided to library users in the region or state. To facilitate residents' research requests, these databases should provide access to general periodicals and reference resources on a variety of topics. The Public Library will also be a key resource for the local schools and students who will use the service. These users will require access to electronic resources as well. Therefore, at least some of the reference materials should be made available on a reading level appropriate for the differing levels of school-age children in the community. So as not to duplicate efforts, the potential to share database licenses and resources with the School District should be capitalized on wherever possible. Also, the Reference Service role is uniquely tied to the joint use homework center programming (discussed further on), so careful coordination between these functions is needed.

Calabasas residents indicated an interest in using a number of burgeoning special collections that are currently offered from the City's library service. These include a micro business collection for the many small business owners and entrepreneurs in the area, a local history collection intended to provide a "Municipal Living History," and a local environmental collection with materials pertaining to the Santa Monica Mountains and the area's rare environment. These special collections should be expanded to better serve the wider region because of the distinct nature of these materials. The items the City's library service already has available are very unique and will be desirable to anyone seeking to learn about these topics. These materials will also assist various user groups within the community to learn about topics exclusive to the area, and the materials will serve the wider region. The increased shelf space in the new Public Library will permit this type of collection development.

Finally, the World Wide Web has a wealth of information of interest to children and adults. A barrier to these vast quantities of information is the deluge of inaccurate and/or irrelevant websites on the Web. To aid access to Internet information, library staff should provide an easy access to an assortment of pre-selected web sites on a wide variety of subjects of interest to community residents. These sites should be selected according to their accuracy, currency, relevance and accessibility. The identification of some sites of potential interest to library users does not mean that access should be limited to only these sites. Library users should have access to all the resources that can legally be viewed via the Internet.

Preschoolers' Door to Learning

Calabasas has a significant population of young children living in the community. According to the 2000 Census figures, 6.1 percent of Calabasas residents were children under the age of five. To stimulate and respond to this important user group, the Preschoolers should be provided with many new, colorful picture books. These materials help parents and caregivers to encourage young children in learning language skills. It also assists in the preparations needed by young children about to enter school and ensures they are ready to learn to read.



Any collection geared towards young children should also have a wide variety of audiovisual materials. Developing this type of collection helps accomplish the objective of getting young children to read. The library's collection should offer supplemental materials like videos, DVDs, and audio-book sets on topics that interest young children.

Since preschool children must be accompanied to the Public Library, the library should be programmed to include a collection of print and non-print materials on subjects that will interest parents and caregivers. This collection could include, but not be limited to, titles on child development, teaching children to read, sibling relationships, day care, childhood diseases, etc.

Children's Programming

Many of the informational needs of the community's children will have been met if library staff select materials for residents of all ages when choosing items to meet the Public Library's Popular Materials Center or Reference Service roles. However, staff should also select materials that support the Public Library's Children Programming. Whether the programming is instruction on how to use a computer, a magic act, a summer reading activity, or a presentation on how to care for pet fish, there are print and audiovisual materials from the library's other programming that can either supplement or provide more information. Library programs should be planned far enough in advance to allow time to acquire additional collection materials on the topics.

Services

Popular Materials Center

To support the Popular Materials Center role, the Public Library could host book discussion groups, author visits, performances, and other types of programs to encourage library customers to discuss the books, films, and/or music that they enjoy. Some of this dialogue between customers could be virtual if the library chose to host chats, listservs, or even offer some programming via video streaming.

Creative displays in the building or on the Public Library's web page can highlight new materials. As these promotional efforts would probably increase the items' popularity, the library staff should make certain that sufficient copies of specifically displayed materials are available for loan. The reserve system should also be prepared to efficiently process customer requests.

The creation or provision of lists of recommended titles will assist users seeking new material. Frequently, readers who like a particular author's books want to read similar titles. Therefore, the library staff should consider offering access to commercially available products that allow customers to create profiles of their reading, viewing, and listening interests. The profiles would permit customers to receive recommendations for other items they might enjoy.



The library administration should regularly review its circulation policies to ensure that they support the Popular Materials Center role. Attention should be paid to issues such as borrower card eligibility, loan periods, borrowing limits, renewals, and reserves. This attention will ensure library services reflect users patterns. The administration should also collect and review data that will allow for the evaluation of the Public Library's performance as a Popular Materials Center. This data includes, but is not limited to, the number of items circulated, collection turnover, program attendance, and use of electronic resources that support the Popular Materials Center. Library users could also be surveyed to determine their satisfaction with the Popular Materials Center's collections and services.

Reference Service

In its Reference Service role, the library staff should make it easy for customers to get their questions answered or to locate the information they need. Customers should be able to submit their questions in a variety of ways including, but not limited to, submitting them in person, on the phone, via e-mail, or by fax. Offering reference service at hours when the library is closed to the public should also be considered. Library staff should also consider offering instructional programs on subjects such as how to do research; how to write reports or term papers; how to locate, evaluate, and use information from a variety of sources; how to locate information on the Internet; and/or how to effectively search the Public Library's databases.

The Public Library staff and administration should review reference policies to make certain that they support the Reference Service provider role. Attention should be paid to policies dealing with issues such as what types of questions the Reference Service will or will not answer, the amount of time that staff can spend on a question, and whether reference books can be borrowed overnight. The library staff will need to coordinate with the local school libraries to ensure that specific school reference service needs are being met (to be further addressed in the homework center analysis). The collection and review of data will allow for the evaluation of the library's performance as a Reference Service provider. This data should include, but not be limited to, the number and type of reference questions asked, instructional program attendance, and use of various electronic resources. Library users could again be surveyed to determine their satisfaction with reference services.

Preschoolers' Door to Learning

The Public Library should offer a wide variety of programs and services that interest preschoolers and their parents or caregivers. In addition to the traditional preschool story times targeted for children ages three-five, the library service could offer story times for younger children and an accompanying adult. Music, dance, and/or craft programs for preschoolers could also be organized. Staff could design programs that encourage adults or older children to read to preschoolers. Such programming could run at the same time as a Summer Reading Program offered to older children, or it could be a year-round activity. Lists of recommended titles should be displayed to assist adults in locating materials on various topics such as how to learn shapes, colors, the alphabet, numbers, etc. If possible, these lists could be posted on the web so parents and caregivers can conveniently access them.



Consideration should be given to creating partnerships with day-care providers in the community and other agencies serving young children, to offer cooperative programs. Library staff should make certain that other agency staffs are aware of the library's resources and services. This will maximize use of the Public Library resources.

The library administration should also review its circulation and programming policies to ensure that its policies support the library's Preschoolers' Door to Learning role. Attention should again be paid to policies covering subjects such as borrowing limits, loan periods, and age requirements for obtaining a library card. The library staff should collect and review data that will allow the evaluation of its performance as a Preschoolers' Door to Learning. This data should include, but not be limited to, the number and types of items circulated and program attendance. Parents and caregivers could be surveyed to determine their satisfaction with the services.

Children's Programming

The possibilities for children's programming are limited only by the imagination of library staff and administration and, of course, the ever-present constraints imposed by available space, time, and budget. The Public Library should offer programs that both families can attend and that older children can attend (alone). The library staff should consider offering programs in which the children perform (e.g., sing, dance, play instruments, do magic tricks, show off their pets, etc.) rather than always watching adults perform or present. This helps young people gain independence. In addition to designing programs that appeal to a large number of children, the library staff should explore ways to promote those programs so that community residents are aware that the Public Library offers a wide variety of programs for children. This will support the community's education aspirations. (Procedures for registering program attendees should be developed in case more children wish to attend the program than the venue can safely hold.)

The library administration and staff should review programming policies to ensure that the Public Library's policies support the Children's Programming role. Particular attention should be paid to policies related to joint programs, accepting donations to support programming, and offering programs at locations other than the Public Library such as schools, parks, recreation centers, etc. The library staff should again collect and review data that will allow the evaluation of the library's performance as a provider of Children's Programming. This data should include, but not be limited to, the number of programs offered, the attendance at programs, and surveys of program attendees to determine their satisfaction with the program they attended as well as the library's programmatic offerings as a whole.

Joint Use Homework Center

School Board Members, School District personnel, teachers, parents, and students all participated in each of the Public Library needs assessment processes conducted in 1997, 2000, and 2003. Their input helped determine the needs for both the City's initial establishment of library services (as a City-run operation) and the current work that has led to a Plan of Service and a Building Program for the City's Public Library project.



The 2003 Library Study needs assessment has specifically included an assessment of the library service needs of K-12 students in the Public Library service area. The assessment has uncovered the potential for a joint project between the City and the School District. The project would capitalize on the fact that the School District's students are best served when the School District and City work together to meet their educational needs. Each entity can make a unique contribution to the partnership, and by working together public resources can be used more productively than if each works alone.

The most important finding in the 2003 Library Study was the lack of after-school study space available to students in the community. The School District has excellent libraries, but fiscal considerations prevent them from offering after-school library hours. Thus, establishing a homework center in the Calabasas Public Library would address this service shortage. While the potential for other joint ventures exists (and should be remembered for future programming considerations), the most successful partnership would focus on student study space. This type of programming is very compatible with the community's general educational proclivity, and should be highly viable. Future joint ventures can build on the potential success of a homework center.

Most important for the homework center will be the availability of School District materials and resources. Without the books, some students may not have the necessary resources to study effectively. There should be copies of all school textbooks in the homework center and the students should be able to access their homework assignments via the web (most of the schools already post homework assignments on their websites). In addition, tutoring programs should be offered to provide student users direct help with their studies. Online services to aid in the development of study skills should be available in the homework center. Careful coordination between the Public Library staff and School District staff will be important to ensure that programming is synchronized with the various School District syllabi.

Lastly, the homework center needs to be youth friendly, inviting, and conducive to group activities. The lack of after-school study space has resulted in many students congregating at the local bookstores and coffee shops. To compete with these spaces, the homework center should be designed with modern construction and appropriately furnished. The use of the City Trolley program to provide transportation will be required to establish a direct connection between the schools and the homework center. This service will ensure access to the programming offered in the homework center.

Technology

The technology to support the services desired by community residents is essential to the success of the Public Library's service plan. The Calabasas Public Library Plan of Service and the Building Program sections of the City's application have responded to these service requirements (*please see these sections of the Plan of Service*). These reports recognize the need for a building that is sufficiently flexible to incorporate new technologies as they become available and provide details on how technology will be utilized in the new facility.



Facility

The Building Program for the project that Calabasas residents would like to see constructed in their community has resulted from the series of needs assessments conducted by the City. There are two main considerations for the proposed Calabasas Public Library resulting from this process. First, the educational interests of the community must be accommodated in the new facility. Higher learning and a reverence for knowledge must be manifested throughout all aspects of the facilities. Second, the community's pursuit of excellence must also be reflected in the physical building. Inspiring design and quality craftsmanship should be employed during architectural design and construction of the building. The residents intend their Public Library to be the premier cultural and educational destination in the City. As such, the facility should be inviting, user-friendly, and comfortably furnished. The goal for the Public Library is to create a structure that will venerably service the population for years to come. (The specific design details of the project are described in the Building Program section of the City's application.)



Service Limitations of Existing Library

CITY

The City of Calabasas currently provides library service from a rented space on which it has a five-year lease. Since the lease is for less than 20 years, Calabasas does not have an existing public library according to the Final (Codified) Title 5 Library Bond Act Regulations, Article 1, Section 20430, (x). Therefore, this section has not been completed.

SCHOOL DISTRICT

Overall, the Las Virgenes Unified School District has competent levels of library service at all of the schools located within Calabasas. The only potential service need identified for the School District during the Library Study 2003 was a shortage of after school hours and study space. Due to fiscal constraints, the School District does not offer after school library hours (all school libraries currently close by 3:30 p.m.). To address this situation, the City and School District can cooperatively operate a joint use homework center at the Public Library (please see refer to the types of services that should be offered listed above in the Analysis of Service Needs Section).



Physical Limitations of Existing Library

The City of Calabasas currently provides library service from a rented space on which it has a five-year lease. Since the lease is for less than 20 years, Calabasas does not have an existing public library according to the Final (Codified) Title 5 Library Bond Act Regulations, Article 1, Section 20430, (x). Therefore, this section has not been completed.



Space Needs Assessment

The space needs assessment for the City of Calabasas Library project is included in the Building Program portion of the City's application, Chapter 5.



APPENDIX 1 – 1997 TELEPHONE SURVEY SPECIFIC FINDINGS

COMMUNITY TELEPHONE SURVEY – SPECIFIC FINDINGS

Results from All Respondents

The survey methodology involved asking all respondents the following questions (responses are summarized as percentages):

Whether or not [they] have a Current Library Card:

Yes	68.4%	No	31.6%
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When they made their last visit or telephone call to the library:

Under 6 months	39.5%
6 – 12 months	6.9%
Over 1 year	12.8%
Never Used	40.8%

Support Construction of New Library:

Very supportive	38.4%
Supportive	44.6%
Not supportive	17.0%

Almost half (46.4 percent) of the respondents had visited or telephoned the library within the past year. Respondents with children five-12 years old, higher educational levels and those who supported new library construction, tended to visit the library more frequently. Adding together the responses of very supportive and supportive, an overwhelming majority of library users and non-library users (83.0 percent) supported constructing a new library.

Results from Library Users

Respondents who indicated they had used the library within the past year were asked a series of follow-up questions about the library and the services provided. Key findings from this group included:

Usually found what was wanted:

Agree	50.0%
Disagree	37.2%
No Opinion	12.8%



Respondents with children between 13 and 18 years old and those supporting new library construction were less likely to report finding what they wanted.

Often required staff assistance:

Agree	49.1%
Disagree	41.1%
No Opinion	9.7%

Respondents with children in the household were more likely to report needing staff assistance to find desired information or materials.

Rating of Staff as excellent in responding to questions:

Agree	94.9%
Disagree	0.7%
No Opinion	4.4%

Schedule of Open Hours:

Excellent	15.0%
Good	42.8%
Fair	19.1%
Poor	4.0%
No Opinion	19.1%

Although half of those surveyed (57.8 percent) thought the schedule of open hours was satisfactory (sum of excellent and good responses), 23.1 percent of the respondents thought the schedule of hours was either fair or poor.

Number of Open Hours:

Excellent	13.5%
Good	39.4%
Fair	19.4%
Poor	5.9%
No Opinion	21.8%

Although half of those surveyed (52.9 percent) thought the number of open hours was satisfactory (sum of excellent and good responses), 25.3 percent of the respondents thought the number of hours open was either fair or poor.

Library users were also asked a series of questions about factors that might or might not increase their satisfaction. At least 60 percent of library users indicated that improvements in the following areas would increase their level of satisfaction:



Additional hours of service	67.1%
Open additional days	68.9%
Open Sundays	65.1%
More copies of materials	69.7%
Wider range of subjects	85.0%
More up-to-date materials	78.9%
Access to technology	73.2%
Remote computer access	77.3%
Improved study and reading areas	76.7%
More children's programs	62.8%
More adult programs	68.2%
More cultural exhibits	75.9%

The specific findings for each of these factors were as follows:

Additional Hours of Daily Service:

Significantly	18.5%
Somewhat	48.6%
Not at all	31.9%

Two-thirds (67.1 percent) of the library users indicated that additional daily hours of service would increase their level of satisfaction.

Open Additional Days:

Significantly	33.3%
Somewhat	35.6%
Not at all	31.1%

About two-thirds of the library users (68.9 percent) indicated that additional days of service would increase their level of satisfaction.

Open on Sundays:

Significantly	37.5%
Somewhat	27.6%
Not at all	33.9%

About two-thirds of the library users (65.1 percent) indicated that opening on Sunday would increase their level of satisfaction.

More Copies of Materials:

Significantly	43.0%
Somewhat	26.7%



Not at all	30.2%
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Over two-thirds of the library users (69.7 percent) indicated that having more copies of materials would increase their level of satisfaction.

Wider range of subjects:

Significantly	61.9%
Somewhat	23.1%
Not at all	15.0%

A very large majority (85 percent) of the library users indicated that a wider range of subjects would increase their satisfaction.

More up-to-date Materials:

Significantly	54.2%
Somewhat	24.7%
Not at all	21.1%

A large majority (78.9 percent) of the library users indicated that more up-to-date materials would increase their satisfaction.

Access to Technology:

Significantly	45.2%
Somewhat	28.0%
Not at all	26.8%

A large majority (73.2 percent) of the library users indicated that more access to technology would increase their satisfaction.

Remote Computer Access:

Significantly	50.9%
Somewhat	26.4%
Not at all	22.7%

More than three-fourths of the library users (77.3 percent) indicated that improved remote computer access would increase their satisfaction.

Improved Study and Reading Areas:

Significantly	43.2%
Somewhat	33.5%
Not at all	23.3%



More than three-fourths of the library users (76.7 percent) indicated that improved study and reading areas would improve their satisfaction.

More Children's Programs:

Significantly	35.9%
Somewhat	26.9%
Not at all	37.2%

Almost two-thirds (62.8 percent) of the library users indicated that more children's programs would improve their satisfaction. Those respondents with children under 18 in the household were more likely to report that more children's programs would increase their level of satisfaction.

More Adult Programs:

Significantly	37.1%
Somewhat	31.1%
Not at all	31.7%

About two-thirds (68.2 percent) of the library users indicated that more adult programs would increase their level of satisfaction.

More Cultural Exhibits:

Significantly	39.8%
Somewhat	36.1%
Not at all	24.1%

Three-fourths (75.9 percent) of the library users indicated that more cultural exhibits would increase their level of satisfaction.

Results from Non-library Users

Knowing why community residents do not use the library and what factors might influence them to start using such a facility are important components of any community needs assessment study. Therefore, the study also posed a series of questions to non-library users, who were defined as those who had not used the library in the past year. The main reasons non-library users gave for not visiting the Calabasas Library were as follows:

<u>Reason</u>	<u>Percent</u>
Do not use libraries generally	34.2
Inconvenient hours	3.2
Inconvenient/unsafe location	5.6
Alternate source of information	18.5
Lack of current materials	5.6



Poor staff service	0.5
Other	32.4
Total	100.0

Non-library users were asked what factors would increase their library use. More than 50 percent of the non-library users indicated that their likelihood of using the library would increase if there were:

<u>Factor</u>	<u>Percent</u>
Provided with a wider range of materials	57.6
More up-to-date materials	56.1
More remote computer access	63.7
More cultural exhibits	60.6

The specific responses to key questions posed to non-library users concerning which factors, if any, would increase their likelihood of using the library were:

Additional Hours of Daily Service:

Significantly	19.6%
Somewhat	27.7%
Not at all	52.7%

Less than half (47.3 percent) of the non-library users indicated that additional daily hours of service would increase their likelihood of using the library.

Open Additional Days:

Significantly	19.4%
Somewhat	25.3%
Not at all	55.4%

About forty-four percent (44.7 percent) of non-library users indicated that additional days of operation would increase their likelihood of using the library. Respondents with children and those supporting new library construction were more likely to indicate additional days of operation would increase their likelihood of library use.

Open on Sundays:

Significantly	22.0%
Somewhat	23.0%
Not at all	55.0%

A large minority (45 percent) of non-library users indicated that being open on Sunday would increase their likelihood of using the library.



More Copies of Materials:

Significantly	20.4%
Somewhat	24.7%
Not at all	54.9%

Slightly less than half (45.1 percent) of non-library users indicated that more copies of materials would increase their likelihood of using the library.

Wider range of subjects:

Significantly	35.6%
Somewhat	22.0%
Not at all	42.4%

Slightly more than half (57.6 percent) of non-library users indicated that a wider range of subjects would increase their likelihood of using the library.

More up-to-date Materials:

Significantly	35.8%
Somewhat	20.3%
Not at all	43.9%

Slightly more than half (56.1 percent) of non-library users indicated that more up-to-date materials would increase their likelihood of using the library.

Access to Technology:

Significantly	13.7%
Somewhat	23.0%
Not at all	63.3%

Slightly more than one-third (36.7 percent) of non-library users indicated that more access to technology would increase their likelihood of using the library.

Remote Computer Access:

Significantly	38.3%
Somewhat	25.4%
Not at all	36.3%

Nearly two-thirds (63.7 percent) of non-library users indicated that more remote computer access would increase their likelihood of using the library.



Improved Study and Reading Areas:

Significantly	20.6%
Somewhat	22.3%
Not at all	57.1%

Less than half (42.9 percent) of non-library users indicated that improved study and reading areas would increase their likelihood of using the library. Respondents with children under 18 in the home and those very supportive of new library construction were more likely to report that improved study and reading areas would increase their likelihood of using the library.

More Children's Programs:

Significantly	20.1%
Somewhat	14.4%
Not at all	66.5%

About one-third (34.5 percent) of non-library users indicated that more children's programs would increase their likelihood of using the library.

More Adult Programs:

Significantly	17.3%
Somewhat	28.9%
Not at all	53.8%

Less than half (46.2 percent) of non-library users indicated that more adult programs would increase their likelihood of using the library.

More Cultural Exhibits:

Significantly	24.7%
Somewhat	35.9%
Not at all	39.4%

A majority (60.6 percent) of non-library users indicated that more cultural exhibits would increase their likelihood of using the library.



APPENDIX 2 – CITY AND SCHOOL DISTRICT COOPERATIVE PROGRAMMING

The following attached report details the active involvement and cooperative programming that occurs between the City and the School District.



APPENDIX 3 – LETTERS OF SUPPORT FOR THE CITY OF CALABASAS PUBLIC LIBRARY PROJECT

The following attached letters are from local City officials, School District officials, and various community groups around Calabasas demonstrating area-wide support for the City's Public Library project.